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ABSTRACT

This annual report contains six essays on current issues in higher education and a faculty salary report for 1996-97. The essays include: (1) "Faculty Salaries, 1996-97" (Suzanne B. Clery and John B. Lee), which notes that faculty salaries increased 3.1 percent for the year although the gap between the best- and lowest-paid faculty widened as did the gender gap; (2) "Faculty Workload and Productivity: Gender Comparison" (Henry L. Allen), which finds that women devote more time to teaching and less to research and are disproportionately in lower academic ranks, in public community colleges, and in part-time positions; (3) "Legal Regulation of Collective Bargaining in Colleges and Universities" (Gregory M. Saltzman), which documents the evolution, current status, and future of laws governing bargaining by full- and part-time faculty, teaching assistants, and support staff in higher education; (4) "1997 State Higher Education Finance and Policy Developments" (William Zumeta), which notes that while state appropriations for higher education have increased during the past two years, competition from other government services remains strong; (5) "Faculty Benefits: Identifying Family Friendly Campuses" (Jay L. Chronister) finds institutions are responding to changes in the college and university workforce by changing their benefits and examines trends in expenditures for benefits; and (6) "The Hidden Campus Workforce: (De)Investing in Staff" (Gary Rhoades and Christine Maitland), which examines the effects of the increasing amount of privatization of services traditionally performed in-house and analyzes current union contract provisions. The institutional faculty salary report provides salary and compensation data for 3,047 institutions. The data are organized by state, institutional type, and control, and are based on preliminary data from the Department of Education. (Each essay contains references.) (DB)

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Foreword

by Cornelius Lehane

Cornelius Lehane *is editor of higher education publications for the National Education Association. Before joining the NEA staff, Lehane served as president of the faculty union at Rockland Community College in Suffern, New York, where he was an associate professor of English. Earlier in his career, he worked for a number of different labor unions in a variety of capacities and taught as an adjunct instructor of English at Borough of Manhattan Community College and the College of the City of New York.*

Lehane holds a Master of Fine Arts degree in creative writing from Columbia University. His writing has appeared in the South Carolina Review, *the* American Book Review, *the* Wisconsin Academy Review, *and elsewhere.*

Welcome to the *NEA 1998 Higher Education Almanac*! In these pages, you will find a wealth of information on the current status of the profession—a unique contribution to the literature on the higher education enterprise. This year, as in previous years, the *Almanac* features recent data and analysis on salary, benefits, policy trends, and higher education workload issues, prepared by leading scholars in the field of higher education studies—all of it written with the needs and interests of NEA's faculty, staff, and graduate student members in mind.

For five years now, since its redesign in 1994, the *Almanac* has provided both useful statistics and reference material and the kind of analysis that traces and explains the emerging trends in higher education. Unlike other higher education publications that reflect the thinking of boards of trustees and high-level adminstrators, the *Almanac* aims to equip faculty and higher education staff with the information they need to carry out their unique role in higher education.

Through the *Almanac*, and NEA's other higher education publications, *Thought & Action* and the *NEA Higher Education Advocate*, as well as the NEA Higher Education Web site and periodic updates and reports from the NEA Higher Education Research Center, NEA is working to keep higher education members fully informed. We're striving to offer you the information you need to confront new trends in collective bargaining and changes in fiscal and political conditions in the states and the nation. We hope these resources can help you develop new approaches to teaching and learning, during a time of rapid, dramatic, and far-reaching changes in higher education.

As always, we welcome any comments or suggestions you may have concerning any of the NEA higher education publications. Please send them to Clehane@nea.org.

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Overview

by Harold S. Wechsler

***Harold S. Wechsler** is a professor of education at the Margaret S. Warner Graduate School of Education and Human Development, University of Rochester.*

A former editor of NEA higher education publications, Wechsler has published books and articles on student access to higher education and education for business and teaching.

Wechsler is currently writing on the history of efforts to reduce racial and ethnic prejudice on college campuses, as well as on the history of methods of college admission.

You are reading the fifth anniversary issue of a unique publication for faculty and staff in higher education. Five years ago, NEA redesigned the *Almanac of Higher Education* to bring NEA members an annual report on the conditions of academic work, written by the experts in the field, and based upon up-to-date research and data. Our goal: readable, informative essays for a professional audience. We hope you've liked and used the results.

The *Almanacs* have included analysis of faculty and staff salary and benefits data, faculty workload and productivity, and state appropriations. We have also used NEA's Higher Education Contract Analysis System (HECAS) to examine trends in bargaining and provide members with model contract language.

Finally, several *Almanacs* have contained special essays highlighting timely issues or presenting the results of commissioned research.

The 1998 *Almanac* builds upon these traditions. Here's a rundown of this year's contents.

Faculty salaries, note Suzanne B. Clery and John B. Lee in "Faculty Salaries: 1996-97," did not do well during the recession of the early 1990s. Salaries just kept pace with inflation—making up little lost ground—during the sustained economic recovery. Faculty salaries in 1996-97 increased by 3.1 percent, just ahead of a 2.9 percent inflation rate and last year's 3.0 percent salary gain. But the gap between the best- and lowest-paid faculty members widened; so did the gender gap.

In "Faculty Workload and Productivity: Gender Comparisons," Henry L. Allen continues his comprehensive analysis of the 1993 National Study of Postsecondary Faculty, a dataset compiled by the United States Department of Education. The key findings: Women are found disproportionately in lower academic ranks, in public community colleges, independent liberal arts colleges, and independent and public comprehensives, and in part-time positions. Women devote more time to teaching and less to research. Men publish refereed articles more frequently than women.

This year, we asked Gregory M. Saltzman, a professor of economics at Albion College and an authority on collective bargaining, to discuss the legal status of unions and bargaining in America's colleges and universities. In "Legal Regulation of Collective Bargaining in

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Colleges and Universities," Saltzman documents the laws governing bargaining by full- and part-time faculty, teaching assistants, and support staff in higher education—their evolution, current status, and future.

The first NEA Higher Education *Almanac* appeared as the nation was recovering from a recession that helped to reduce the proportion of all state budgets devoted to higher education. State appropriations, William Zumeta notes in "1997 State Higher Education Finance and Policy Developments," have increased during the past two years, but competition for funding from other government services, including Medicaid, prisons, and welfare, has meant that higher education has not regained its former share of state budgets.

Colleges and universities, notes Jay L. Chronister in "Faculty Benefits: Identifying Family Friendly Campuses," are responding to demographic changes in the college and university workforce by changing their benefits. Some colleges are implementing "family friendly policies" that "help faculty, staff, and students balance their family, employment, and educational obligations and opportunities." Chronister also examines trends in expenditures for benefits. These expenditures, he notes, increased as a percentage of salaries during the 1990s, but have now begun to stabilize.

Support staff in higher education face the uncertainties brought about by the move toward privatization of services traditionally performed in-house. Union contracts, Gary Rhoades and Christine Maitland find in "The Hidden Campus Workforce: (De)Investing in Staff," contain few protections. Rhoades and Maitland list and analyze existing contract provisions in HECAS, the extensive NEA contract database, and provide language on contracting-out found in the stronger support staff contracts.

Taken together, the first five NEA *Almanacs of Higher Education* provide extensive data on—and in-depth analyses of—higher education trends. In the future, we will build upon the accomplishments of our authors to provide you with an even stronger voice for faculty and staff.

Thanks this year to the graduate students in the Higher Education Program at the Margaret S. Warner School of Education and Human Development, University of Rochester, who helped with the research, and to University of Rochester librarian Kathleen McGowan, for bibliographic and research assistance.

PART I
STATUS OF THE PROFESSION

Faculty Salaries: 1996-97

by Suzanne B. Clery and John B. Lee

***Suzanne B. Clery** is a senior research associate at JBL Associates, Inc., a consulting firm specializing in postsecondary education policy issues. Clery has worked extensively with higher education data and issues for almost 10 years. She has completed statistical analysis and reports for the National Education Association, the U.S. Department of Education, and the American Association of State Colleges and Universities.*

***John B. Lee,** president of JBL Associates, Inc., received his doctorate in higher education from the University of California, Berkeley. Lee started his career as an instructor, then served as academic senate president and faculty union president at Laney Community College in Oakland, California. Subsequently, he worked for Stanford Research International, the Education Commission of the States, the Education and Labor Committee of the U.S. House of Representatives, and Abt Associates. Lee's areas of specialization include student aid policy and higher education government and finance.*

The national average salary for faculty members on 9/10 month contracts was $50,999 in 1996-97, up 3.1 percent since 1995-96, though faculty purchasing power remained 0.8 percent below the 1972-73 peak. Average salaries increased 3.1 percent in public institutions and 3.4 percent in independent institutions between 1995-96 and 1996-97.

The difference between the highest- and lowest-paid faculty ranks continued to grow. Professors earned $35,524 more than instructors in 1996-97, a $4,175 increase from the $31,349 gap—corrected for inflation— reported in 1972-73.

Some additional highlights:

- Connecticut faculty members received the highest average salary, $64,812, among faculty members with 9/10 month contracts in public four-year institutions (Table 11). Michigan faculty members in public two-year colleges had the highest average salaries in their sector, $54,989. Faculty members in Massachusetts received the highest average salaries in independent institutions, $63,270 (Table 13).
- Louisiana faculty members received the largest public sector salary increase, 8 percent in two-year colleges; 12 percent in four-year institutions (Table 12).
- Women on 9/10 month contracts continued to earn less than men, $9,515 less in public institutions and $11,863 less in independent institutions (Table 8).
- Faculty members at institutions with collective bargaining agreements earned $6,166 more than their colleagues at institutions without an agreement, $54,136 to $47,970, respectively (Table 16).
- Engineering faculty earned the highest salaries by academic specialty, $63,392 in public institutions and $67,567 in independent institutions, (Table 15).

OVERVIEW

This report of faculty salaries relied on three data sources:

- *The National Center for Education Statistics (NCES), Integrated Postsecondary Education Data System (IPEDS) Salary Survey.* The National Center for Education Statistics, a

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division of the U.S. Department of Education, received 1996-97 salary data from 3,379 accredited colleges and universities as part of an annual statistical report on higher education. The NCES report excluded part-time faculty, faculty members paid by a religious order, and non-teaching faculty members.

This 1996-97 NEA analysis also excluded 307 seminaries, religious training institutions, and for-profit colleges, leaving 3,072 institutions and 432,654 full-time faculty members.

IPEDS data included separate reports for faculty members on 9/10 and 11/12 month contracts. Unless otherwise noted, our tables report on faculty members on 9/10 month contracts, or 86 percent of all full-time faculty.

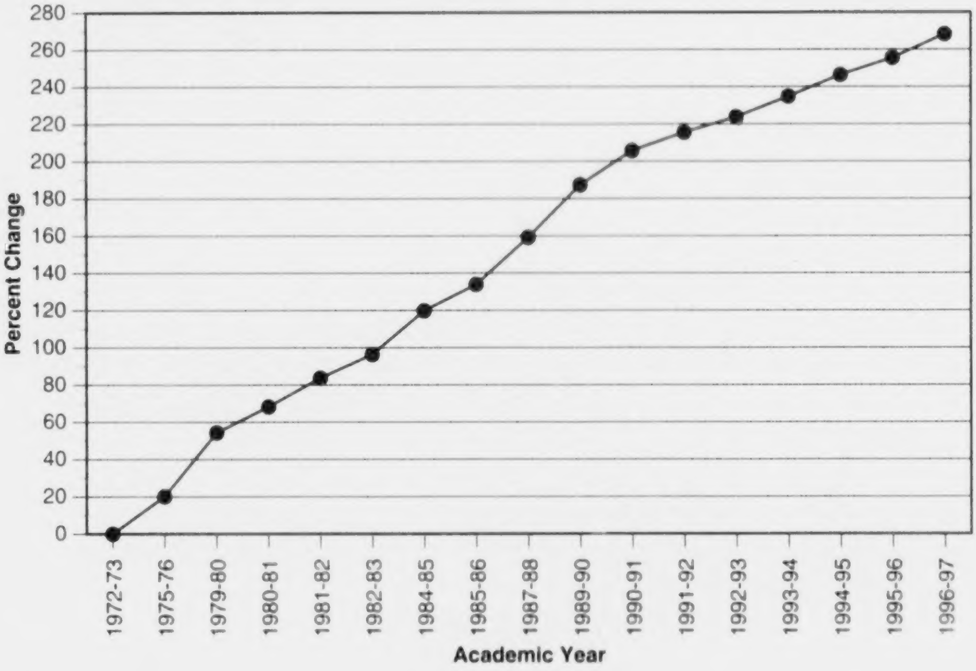
- *College and University Personnel Association (CUPA).* CUPA published a report of average salaries in 544 independent institutions and conducted a special analysis of 293 public colleges and universities. The special analysis compared salary changes by academic discipline for institutions included in its 1995-96 *and* 1996-97 samples. This special analysis also allowed salary comparisons between faculty teaching with and without a collective bargaining agreement, by academic specialty.
- *Office of Institutional Research at Oklahoma State University (OSU) Faculty Salary Data.* OSU reported faculty salaries for 82 public land-grant universities, also by academic specialty.

HISTORICAL PERSPECTIVE

Average salaries for faculty on 9/10 month contracts, uncorrected for inflation have increased 268 percent since 1972-73 (Figure 1). Corrected for inflation, faculty purchasing power declined 0.8 percent (Figure 2). The

FIGURE 1

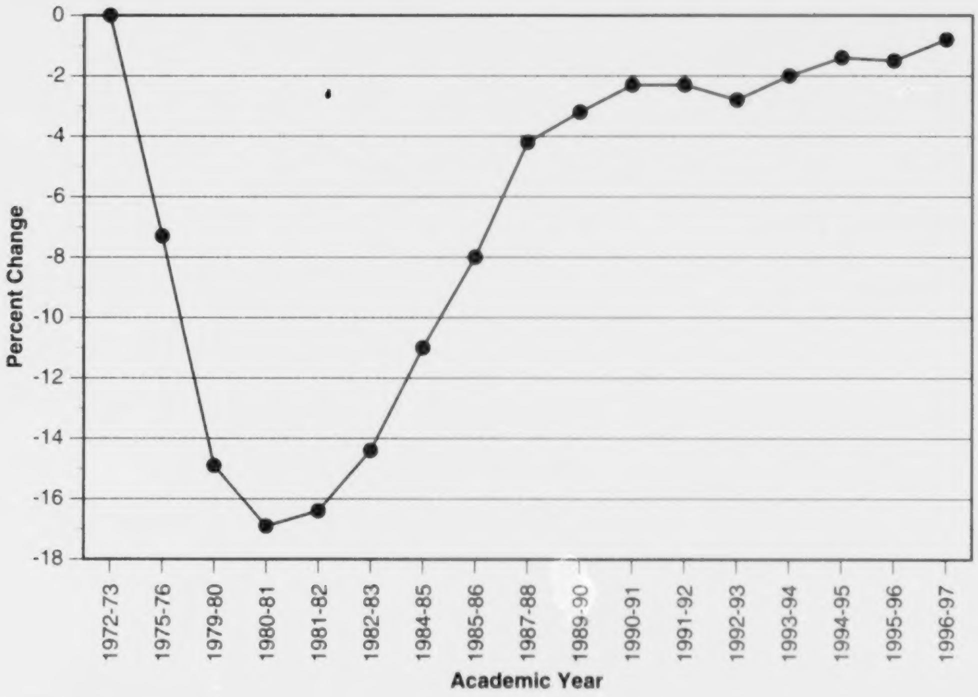
PERCENT CHANGE IN AVERAGE FACULTY SALARIES IN CURRENT DOLLARS, 1972-97



SOURCE: NCES, IPEDS Salary Survey, *various years.*

FIGURE 2

PERCENT CHANGE IN AVERAGE FACULTY SALARIES IN CONSTANT 1995-96 DOLLARS, 1972-97



SOURCE: NCES, IPEDS Salary Survey, *various years.*

average salary of faculty members in 1996-97 was $50,999, a $414 constant dollar loss from the average salary of $51,413 (in 1996 dollars) in 1972-73 (Table 1).

Full professors showed the smallest decline in purchasing power: 6 percent since 1972-73. Instructors and lecturers took the biggest losses, 22 and 19 percent declines, respectively (Table 1). Promotions and step increases partially offset the effects of inflation, so faculty members in each academic rank lost more purchasing power than the average of all faculty. The salary gap between professors, the highest-paid faculty members, and instructors, the lowest-paid, increased by $4,175 over these 24 years.

1996-97 IPEDS SALARY DATA

The average faculty member earned $50,999 in 1996-97 (Table 2). This 3.1 percent

TABLE 1

AVERAGE SALARIES* AND CHANGE IN AVERAGE SALARIES OF FACULTY ON 9/10 MONTH CONTRACTS, BY ACADEMIC RANK, 1972-73 AND 1996-97

Rank	1972-73	1996-97	Change ($)	Change (%)
Professor	$71,206	$66,763	-4,443	-6.2
Associate	54,093	49,377	-4,716	-8.7
Assistant	44,653	40,749	-3,904	-8.7
Instructor	39,857	31,239	-8,618	-21.6
Lecturer	43,198	35,107	-8,091	-18.7
No Rank	47,055	44,064	-2,991	-6.4
Average	51,413	50,999	-414	-0.8

SOURCE: NCES, IPEDS Salary Survey, *1972-73 and 1996-97.*

** Salaries in constant 1996-97 dollars.*

increase from 1995-96 exceeded the inflation rate of 2.9 percent (Table 3).

TABLE 2

AVERAGE SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS[a], BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1996-97

Type	Rank	Control Public	 Independent	Average
AA	Professor	$52,971	$38,621	$52,796
	Associate	44,422	32,952	44,204
	Assistant	38,259	30,716	38,019
	Instructor	32,915	23,754	32,675
	Lecturer	35,685	--	35,685
	No Rank	44,678	36,000	44,540
	Average	44,437	33,836	44,247
BA	Professor	55,334	54,745	54,886
	Associate	45,159	42,488	43,190
	Assistant	38,452	35,285	36,095
	Instructor	32,484	28,983	30,204
	Lecturer	34,667	34,864	34,724
	No Rank	*40,486	31,745	32,743
	Average	44,209	42,568	42,997
BA+	Professor	60,942	56,932	59,603
	Associate	48,565	45,090	47,140
	Assistant	39,775	37,003	38,632
	Instructor	30,374	30,005	30,247
	Lecturer	32,811	35,479	33,214
	No Rank	39,240	40,617	40,175
	Average	49,178	45,170	47,652
Doctoral	Professor	70,301	82,414	73,831
	Associate	51,186	55,201	52,267
	Assistant	42,736	45,812	43,580
	Instructor	30,598	33,525	31,177
	Lecturer	34,833	38,194	35,705
	No Rank	35,437	39,833	37,694
	Average	54,870	62,680	57,038
Average		50,360	52,635	50,999

SOURCE: NCES, IPEDS Salary Survey, 1996-97.

[a] *Based on 100 percent (3,072 institutions) of NEA's faculty salary universe.*

* *Indicates less than 100 faculty.*

-- *Data not available.*

TABLE 3

PERCENT CHANGE IN FACULTY SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS[a], BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1995-96 TO 1996-97

Type	Rank	Control Public	 Independent	Average
AA	Professor	2.3	0.8	2.3
	Associate	2.2	0.2	2.1
	Assistant	2.7	1.4	2.6
	Instructor	3.3	2.6	3.3
	Lecturer	0.5	--	0.5
	No Rank	3.2	2.5	3.2
	Average	3.2	2.4	3.2
BA	Professor	2.0	3.2	2.9
	Associate	2.2	3.1	2.8
	Assistant	2.2	2.4	2.4
	Instructor	0.4	3.9	1.6
	Lecturer	1.3	1.7	1.5
	No Rank	*18.4	7.3	10.0
	Average	2.4	3.1	2.9
BA+	Professor	2.1	4.4	2.8
	Associate	2.1	3.3	2.5
	Assistant	2.1	2.9	2.4
	Instructor	2.8	3.9	3.1
	Lecturer	0.0	3.9	0.6
	No Rank	-2.5	4.3	2.2
	Average	2.0	3.9	2.6
Doctoral	Professor	3.8	3.7	3.8
	Associate	3.2	2.6	3.0
	Assistant	2.9	2.8	2.8
	Instructor	3.6	0.5	2.9
	Lecturer	2.8	2.4	2.9
	No Rank	-0.1	8.2	4.5
	Average	3.5	3.3	3.4
Average		3.1	3.4	3.1

SOURCE: NCES, IPEDS Salary Survey, 1995-96, 1996-97.

[a] *Based on 93.0 percent (2,856 institutions) of NEA's faculty salary universe.*

* *Indicates less than 100 faculty.*

-- *Data not available.*

Institutional Characteristics

Independent institutions paid higher salaries than public: $52,635 compared to $50,360

(Table 2). Average salaries in universities explained the disparity—faculty members at independent universities made $62,680, $7,810 more than the $54,870 for faculty in public universities. The disparity favored faculty members at public institutions everywhere else.

Faculty members in independent institutions showed greater average salary variance among institutional types than those in the public sector. Average salaries in independents ranged from $33,836 in two-year colleges to $62,680 in universities, a $28,884 difference. Faculty salaries at public institutions ranged from $44,437 in two-year colleges to $54,870 in universities, a $10,433 difference.

About 72 percent of full-time faculty members on 9/10 month contracts taught in public institutions: 33 percent in universities, 15 percent in comprehensive colleges (BA+), 21 percent in community colleges (AA), and 2 percent in baccalaureate colleges (BA) (derived from Table 4).

The other 28 percent of full-time faculty on 9/10 month contracts taught in independent institutions: 13 percent in universities, 15 percent in baccalaureate and comprehensive colleges combined, 0.4 in two-year institutions.

Change from 1995-96

Faculty salary increases were unevenly distributed across institutional type and control. Faculty members were paid more in independent institutions than public institutions in 1996-97 ($52,635 compared to $50,360), and their salary gains from 1995-96 were greater, 3.4 percent compared to 3.1 percent (Table 3). Overall, university and two-year college faculty members received the largest increases of 3.4 percent and 3.2 percent, respectively. Faculty members in baccalaureate and comprehensive institutions received the smallest increases, 2.9 and 2.6 percent.

Academic Rank

Not surprisingly, academic rank and salary were related. Professors, the largest group of faculty members by academic rank (31 percent, Table 5), earned the highest salaries, $66,763 (Table 1). Associate professors, the next largest group (25 percent), earned $49,377, three-fourths the earnings of the average full professor. Assistant professors earned $40,749. Instructors, a small portion of the faculty, earned the least, $31,239. Faculty members with no rank, mostly at community colleges, earned $44,064.

TABLE 4

NUMBER OF FULL-TIME FACULTY ON 9/10 MONTH CONTRACTS[a], BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1996-97

		Control		
Type	Rank	Public	Independent	Total
AA	Professor	11,295	158	11,453
	Associate	8,089	190	8,279
	Assistant	8,082	298	8,380
	Instructor	4,837	159	4,996
	Lecturer	420	0	420
	No Rank	44,068	740	44,808
	Total	76,791	1,545	78,336
BA	Professor	1,818	5,762	7,580
	Associate	1,964	5,596	7,560
	Assistant	2,112	6,230	8,342
	Instructor	645	1,392	2,037
	Lecturer	257	136	393
	No Rank	85	688	773
	Total	6,881	19,804	26,685
BA+	Professor	20,820	10,611	31,431
	Associate	15,565	10,915	26,480
	Assistant	15,741	11,122	26,863
	Instructor	3,226	1,992	5,218
	Lecturer	1,564	335	1,899
	No Rank	483	1,040	1,523
	Total	57,399	36,015	93,414
Doctoral	Professor	46,935	19,352	66,287
	Associate	37,077	13,706	50,783
	Assistant	30,060	11,417	41,477
	Instructor	5,463	1,472	6,935
	Lecturer	4,114	1,453	5,567
	No Rank	591	604	1,195
	Total	124,240	48,004	172,244
Total		265,311	105,368	370,679

SOURCE: NCES, IPEDS Salary Survey, *1996-97*

[a] *Based on 100 percent of NEA's faculty salary universe (3,072 institutions).*

Contract Length

Only 14 percent of all faculty members, 61,975, had 11/12 month contracts (derived from Tables 3 and 6). Public universities employed almost one-half (45 percent) of these faculty members, compared to only 34 percent of faculty members on 9/10 month contracts (derived from Tables 5 and 6).

Faculty members on 11/12 month contracts earned 19 percent more than colleagues on 9/10 month contracts. The exceptions were 9/10 month faculty members at public community colleges and independent comprehensives (Tables 2 and 7).

TABLE 5

NUMBER AND PERCENT OF FULL-TIME FACULTY ON 9/10 MONTH CONTRACTS, BY RANK, 1996-97

Rank	Number of Faculty	Percent of Total
Professor	116,751	31
Associate	93,102	25
Assistant	85,062	23
Instructor	19,186	5
Lecturer	8,279	2
No Rank	48,299	13
Total	370,679	100

SOURCE: NCES, IPEDS Salary Survey, *1996-97*

TABLE 6

NUMBER OF FULL-TIME FACULTY ON 11/12 MONTH CONTRACTS[a], BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1996-97

		Control		
Type	Rank	Public	Independent	Total
AA	Professor	732	21	753
	Associate	622	51	673
	Assistant	658	76	734
	Instructor	719	68	787
	Lecturer	52	1	53
	No Rank	9,970	527	10,497
	Total	12,753	744	13,497
BA	Professor	130	443	573
	Associate	83	417	500
	Assistant	100	422	522
	Instructor	74	216	290
	Lecturer	40	47	87
	No Rank	6	302	308
	Total	433	1,847	2,280
BA+	Professor	1,666	1,067	2,733
	Associate	844	1,019	1,863
	Assistant	572	1,155	1,727
	Instructor	220	459	679
	Lecturer	64	40	104
	No Rank	259	455	714
	Total	3,625	4,195	7,820
Doctoral	Professor	11,514	3,203	14,717
	Associate	7,486	2,598	10,084
	Assistant	5,930	3,291	9,221
	Instructor	1,674	777	2,451
	Lecturer	767	160	927
	No Rank	530	448	978
	Total	27,901	10,477	38,378
Total		44,712	17,263	61,975

SOURCE: NCES, IPEDS Salary Survey, *1996-97*

[a] Based on 100 percent of NEA's faculty salary universe (3,072 institutions)

Among faculty members on 11/12 month contracts, the salary advantage went to colleagues at public institutions, $62,000 compared to $57,046 at independents (Table 2). The reverse was true for faculty members on 9/10 month contracts: $52,635 at independents compared to $50,360 at publics (Table 7).

Salary by Gender

Male faculty members earned more than females in 1996-97, regardless of institutional level and control. The salary gap in 1996 was $9,515 in public institutions and $11,863 in independents (Table 8). Since 1995-96, the wage disparity has increased by almost 3 percent in each sector. Barring several minor exceptions, men also earned more at every rank.

TABLE 7

AVERAGE SALARIES FOR FACULTY ON 11/12 MONTH CONTRACTS[a], BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1996-97

		Control		
Type	Rank	Public	Independent	Average
AA	Professor	$57,364	*$46,994	$57,130
	Associate	51,739	*31,995	50,602
	Assistant	45,535	*32,741	44,185
	Instructor	40,443	*26,764	39,308
	Lecturer	*39,165	--	*39,165
	No Rank	42,791	37,426	42,531
	Average	43,882	36,068	43,477
BA	Professor	59,908	50,517	52,542
	Associate	*53,114	43,078	44,220
	Assistant	38,803	37,932	38,074
	Instructor	*39,140	35,882	36,523
	Lecturer	*40,955	*43,478	*42,663
	No Rank	*56,927	34,113	34,368
	Average	48,908	41,169	42,346
BA+	Professor	68,223	54,434	63,198
	Associate	54,574	47,886	50,998
	Assistant	43,776	39,891	41,037
	Instructor	36,505	34,390	34,932
	Lecturer	*40,592	*33,955	37,402
	No Rank	55,551	36,806	43,586
	Average	59,225	44,423	51,323
Doctoral	Professor	87,787	84,595	87,110
	Associate	65,594	62,113	64,714
	Assistant	54,841	54,944	54,877
	Instructor	42,992	50,149	45,230
	Lecturer	43,859	38,942	43,097
	No Rank	44,619	49,163	46,745
	Average	70,389	65,051	68,957
Average		62,000	57,046	60,674

SOURCE: NCES, IPEDS Salary Survey, 1996-97

[a] *Based on 100 percent (3,072 institutions) of NEA's faculty salary universe.*

* *Indicates less than 100 faculty.*

-- *Data not available.*

Female faculty salaries continued to suffer for at least three possible reasons. First, women were more likely to teach in the lower academic ranks. Overall, women held 60 and 56 percent of the instructor and lecturer positions but only 22 and 36 percent of the professor and associate professor positions (Table 9). The gender gap widened this year since salaries in the lower ranks suffered the most. Second, women were more likely to teach in two-year colleges and less likely to teach in universities. Third, women were more likely to teach in lower-paying disciplines.

Tenure

Nearly two-thirds of full-time faculty members had tenure (Table 10). Tenure rates by type of institution ranged from 73 percent in community colleges to 56 percent in independent comprehensives.

Salaries by State

In 1996-97, Connecticut ($61,837) surpassed New Jersey, the previous leader in public faculty salaries ($61,521) (Table 11). California ($60,052) was the only other state to report an average salary over $60,000. The average salary paid to public college faculty members exceeded $50,000 in 19 states, up 8 from last year's 11. Only three states reported an average salary below $40,000: North Dakota, $37,341; South Dakota, $37,613; and Wyoming, $39,843. Michigan led the nation in the public community college sector with an average salary of $54,989. Connecticut was the leader in four-year institutions with an average salary of $64,812. Iowa showed the largest difference ($20,803) between faculty salaries in public two-year and four-year schools in 1996-97, while Illinois had the smallest salary difference ($1,558).

Louisiana showed the largest salary increase among public institutions from 1995-96 to 1996-97, 8 percent in community colleges and 12 percent in four-year institutions (Table 12).[1] Community colleges in Kentucky, Maine, and Minnesota all had salary increases of over 6 percent. Faculty members in North Carolina and Nevada four-year schools also received salary increases of over 6 percent. A 1 percent salary reduction for faculty in Wyoming's four-year institutions contributed to an overall 0.4 percent decline in faculty salaries in that state.

Faculty salaries were greater at public four-year institutions than at independent institutions in most states (Table 13). The 11 exceptions: Colorado, Illinois, Louisiana, Maine, Maryland, New Hampshire, New York, Oregon, Rhode Island, Texas, and Utah.

TABLE 8

AVERAGE SALARIES FOR MEN AND WOMEN FACULTY ON 9/10 MONTH CONTRACTS[a], BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1996-97

		Control			
		Public		Independent	
Type	Rank	Women	Men	Women	Men
AA	Professor	$50,155	$54,714	*$38,637	*$38,608
	Associate	43,082	45,635	31,571	*35,661
	Assistant	37,315	39,338	30,220	*31,715
	Instructor	32,681	33,210	*24,128	*22,679
	Lecturer	35,874	35,438	--	--
	No Rank	42,939	46,211	31,514	38,392
	Average	42,363	46,270	30,816	36,699
BA	Professor	54,366	55,566	53,935	54,924
	Associate	43,470	45,964	41,987	42,778
	Assistant	37,655	39,021	35,132	35,429
	Instructor	31,165	33,630	28,889	29,114
	Lecturer	32,769	37,064	*35,007	*34,459
	No Rank	*39,102	41,337	31,765	31,728
	Average	40,734	45,994	39,097	44,586
BA+	Professor	59,869	61,232	54,295	57,659
	Associate	47,632	49,087	43,618	46,000
	Assistant	39,173	40,310	36,437	37,585
	Instructor	30,140	30,763	29,890	30,230
	Lecturer	31,439	34,660	34,462	37,179
	No Rank	37,074	40,854	39,224	41,445
	Average	44,783	51,620	41,114	47,728
Doctoral	Professor	64,424	71,302	75,523	83,610
	Associate	48,800	52,211	52,965	56,200
	Assistant	41,078	44,086	43,616	47,461
	Instructor	30,195	31,282	33,021	34,243
	Lecturer	33,165	36,989	35,961	40,686
	No Rank	32,674	38,829	37,590	41,273
	Average	46,098	58,662	52,013	66,984
Average		44,299	53,814	44,790	56,653

SOURCE: NCES, IPEDS Salary Survey, *1996-97*

[a] *Based on 100 percent of NEA's faculty salary universe.*

* *Indicates less than 100 faculty.*

-- *Data not available.*

LAND-GRANT UNIVERSITIES

The 82 land-grant universities in the Oklahoma State University database employed many of the highest-paid faculty in public higher education, with salaries averaging $60,094 in 1996-97 (Table 14). The perennial salary leaders by academic specialty, law and legal educators, led the list again with an

TABLE 9

WOMEN FACULTY AS PERCENT OF TOTAL FACULTY, FACULTY ON 9/10 MONTH CONTRACTS[a], BY RANK, 1996-97

Rank	Percent	Rank	Percent
Professor	21.9	Lecturer	56.3
Associate	36.1	No Rank	44.9
Assistant	47.5	Average	35.8
Instructor	59.9		

SOURCE: NCES, IPEDS Salary Survey, *1996-97.*

[a] *Based on 100 percent of NEA's faculty salary universe.*

TABLE 10

PERCENT OF FACULTY ON 9/10 AND 11/12 MONTH CONTRACTS TENURED[a], BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1996-97

	Control		
Type	Public	Independent	Average
AA	73.3	60.5	73.1
BA	61.3	57.0	58.3
BA+	65.8	55.5	62.0
Doctoral	66.2	60.2	64.6
Average	67.5	58.2	64.9

SOURCE: NCES, IPEDS Salary Survey, *1996-97.*

[a] *Based on 67.5 percent (2,073 institutions) of NEA's salary universe reporting tenure information.*

average salary of $91,984, an increase of about $3,000 since 1995-96. Faculty members teaching transportation and materials moving were the least well-paid; their $46,345 average reflected an increase of $1,363.

Faculty members in the highest-paid disciplines at the land-grant universities—legal studies, business, and engineering—received average salary increases of around 3 percent. The big winners in salary increases included some traditionally lower paid disciplines: multi/interdisciplinary studies, 13 percent; home economics, 11 percent; parks, recreation, leisure and fitness studies, 7 percent; and area, ethnic, and cultural studies, 5 percent. As a result, the gap between the highest- and lowest-paid disciplines closed from 1995-96 and 1996-97.

Only conservation and renewable natural resources lost footing from 1995-96 to 1996-97, with average salaries declining 0.2 percent, or about $100.

ACADEMIC SPECIALTY

Engineering faculty, according to CUPA data, earned the highest salaries by academic specialty, $63,392 in public institutions and $67,567 in independent institutions (Table 15). Nursing was the lowest-paid academic specialty in public institutions ($42,640), while parks, recreation, leisure and fitness was the lowest among faculty at independent institutions ($39,320). The salary range among academic specialties was greater in independent than public institutions: $28,247 compared to $20,752.

COLLECTIVE BARGAINING

Faculty members working in institutions with a bargaining agreement earned $6,166 more than those teaching in institutions with no bargaining agreement: $54,136 compared to $47,970 (Table 16). The bargaining advantage exceeded $5,000 in 35 of the 47 disciplines studied (75 percent). The salaries of library science faculty members showed the largest difference ($13,391), $52,377 compared to $38,966. Only engineering showed a salary differential favoring nonbargaining institutions ($375).

PREDICTING SALARIES

Historically, faculty salaries in institutions with a collective bargaining agreement exceeded salaries at institutions without collective bargaining. But did the difference remain after considering other potential predictors of average faculty salary? We considered these variables:

- Institutional Carnegie classification category. This schema classifies institutions by their missions.
- Level of per-student expenditures for education. High expenditures are associated with high salaries.

TABLE 11

AVERAGE SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS[a] IN PUBLIC INSTITUTIONS[b], BY STATE, 1996-97

State	Average	2-Year	4-Year	State	Average	2-Year	4-Year
Connecticut	$61,837	$52,589	$64,812	Missouri	$47,647	$40,717	$49,602
New Jersey	61,521	54,830	64,426	Florida	47,535	41,342	52,140
California	60,052	54,562	63,268	Vermont	46,492	+	46,492
Delaware	57,221	43,846	59,896	Nevada	46,124	34,399	49,468
Michigan	56,495	54,989	56,895	Washington	46,047	39,656	51,053
Pennsylvania	56,165	48,321	57,436	Tennessee	46,042	35,568	49,351
New York	55,985	52,148	58,073	Texas	45,182	40,053	48,223
Arizona	52,946	49,601	54,658	Kentucky	45,110	35,627	47,795
Hawaii	52,543	44,236	57,402	Utah	45,034	36,313	47,233
Rhode Island	52,485	42,524	55,769	Oregon	44,293	43,183	45,259
Ohio	52,138	42,415	54,919	Idaho	44,179	41,979	45,201
Nevada	52,090	44,829	55,261	Maine	44,018	35,831	46,085
Massachusetts	51,747	41,794	55,712	Kansas	44,008	36,182	47,135
Iowa	51,062	36,719	57,522	New Mexico	43,706	32,597	47,257
U.S.	50,999	44,437	52,760	Louisiana	43,668	34,656	44,662
Illinois	50,990	49,986	51,544	South Carolina	43,225	32,468	48,712
Arkansas	50,843	#	50,843	Alaska	42,863	37,704	44,819
Wisconsin	50,795	48,700	52,187	Oklahoma	42,675	35,622	44,877
Maryland	50,559	45,927	52,911	West Virginia	42,038	33,833	42,638
Minnesota	50,545	45,331	53,814	Montana	41,839	31,695	43,438
Colorado	49,849	37,229	52,410	Arkansas	40,840	32,346	42,836
Virginia	49,518	39,035	52,783	Mississippi	40,235	36,257	43,313
North Carolina	49,244	32,042	51,858	Wyoming	39,843	32,943	46,743
Indiana	48,304	34,590	50,729	South Dakota	37,613	26,212	37,725
New Hampshire	48,118	36,878	50,258	North Dakota	37,341	32,446	38,488
Georgia	47,742	37,564	49,963	District of Columbia	#	+	#

SOURCE: NCES, IPEDS Salary Survey, 1996-97

[a] *Sorted in descending order of average salary.*

[b] *Based on 88.5 percent (1,420) of the public institution universe (1,604).*

# *Indicates no responding institutions in this category.*

+ *Indicates no institutions in this category.*

- Number of full-time equivalent students. Larger institutions pay more.
- Highest academic degree offered. Universities pay more.
- State population. Large states tend to have higher paid faculty members.
- Average earnings in the state. States with higher average incomes tend to pay more.
- Whether the state permits collective bargaining for higher education faculty.

To untangle these relationships, we applied two separate statistical regression models: public two-year and four-year, and independent institutions. Regression analysis allowed us to judge the independent contribution of each variable associated with faculty salaries by controlling the interrelated effects of these variables. We eliminated variables that did not add significantly to the predictive

TABLE 12

PERCENT CHANGE IN AVERAGE FACULTY SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS IN PUBLIC INSTITUTIONS[a], BY STATE, 1995-96 TO 1996-97[b]

State	Average	Two-Year	Four-Year	State	Average	Two-Year	Four-Year
Louisiana	11.5	8.1	11.8	Illinois	3.0	2.7	3.1
North Carolina	6.1	5.1	6.3	Vermont	3.0	+	3.0
Nevada	5.6	3.6	6.2	Minnesota	2.9	6.1	2.8
Massachusetts	5.6	3.8	5.8	Utah	2.8	3.3	2.8
Georgia	5.4	4.6	5.5	Indiana	2.7	-0.2	3.1
Montana	5.1	4.0	5.3	North Dakota	2.7	2.5	3.0
Maine	4.9	7.3	4.3	Iowa	2.7	2.7	2.8
Missouri	4.8	3.1	5.2	Arkansas	2.5	#	2.5
Connecticut	4.5	3.2	5.1	Nebraska	2.4	5.3	3.0
Oklahoma	4.2	5.8	4.0	Tennessee	2.4	2.5	2.5
Florida	4.2	4.4	3.2	Wisconsin	2.3	3.5	1.7
Colorado	4.0	4.2	4.2	Virginia	2.0	2.0	2.1
Ohio	4.0	4.3	3.9	New Mexico	2.0	4.6	1.3
Kentucky	3.9	7.6	3.2	Maryland	1.8	2.0	1.7
California	3.8	3.3	4.4	Kansas	1.4	1.8	1.4
Rhode Island	3.7	2.1	4.1	New Hampshire	1.2	3.4	0.8
Idaho	3.6	3.7	3.9	Hawaii	1.1	0.1	1.5
Arkansas	3.6	3.9	3.7	New Jersey	1.0	4.6	-0.3
Delaware	3.3	2.1	3.7	Pennsylvania	0.9	2.1	0.8
Arizona	3.3	2.8	3.5	Mississippi	0.6	1.3	-0.2
South Carolina	3.3	3.1	3.4	New York	0.6	2.4	-0.2
Alabama	3.3	3.7	2.8	Washington	0.6	2.2	-0.4
U.S.	3.1	3.2	3.0	Oregon	0.4	2.6	-1.2
West Virginia	3.1	5.4	3.0	South Dakota	0.1	5.5	0.0
Michigan	3.1	3.6	2.9	Wyoming	-0.4	0.7	-1.1
Texas	3.0	1.9	3.6	District of Columbia	#	+	#

SOURCE: NCES, IPEDS Salary Survey, *1996-97, 1995-96.*

[a] *Ranked in descending order of percent change in average salary.*

[b] *Based on 86.7 percent (1,390) of the public institution salary universe (1,604) reporting comparable data in both years.*

# *Indicates no responding institutions in this category.*

+ *Indicates no institutions in this category.*

value of each model. In public four-year institutions, highest academic degree offered and state population were eliminated; expenditures per student and highest academic degree offered were eliminated from the two-year model.

In public two- and four-year institutions, having a bargaining agreement was a significant predictor of average institutional faculty salary after including the other variables in the regression model. The average salary of all workers in the state was the strongest predictor of average faculty salary in public institutions. Other predictors of higher salaries in public four-year institutions were average expenditure per student, size of institution, and location in states that allowed bargaining.[2] Location in a state that allowed bargaining, size of institution, and state population were predictors of average salary in community colleges.[3]

TABLE 13

AVERAGE SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS[a] IN PUBLIC FOUR-YEAR AND INDEPENDENT INSTITUTIONS[b] AND DIFFERENCE BETWEEN AVERAGE SALARIES IN PUBLIC FOUR-YEAR AND INDEPENDENT INSTITUTIONS, BY STATE, 1996-97

State	Public Four-Year	Independent	Difference ($)	State	Public Four-Year	Independent	Difference ($)
Alaska	$50,843	$39,133	$11,710	Montana	$43,438	$33,773	$9,665
Alabama	44,819	37,890	6,929	North Carolina	51,858	40,600	11,258
Arkansas	42,836	38,302	4,534	North Dakota	38,488	31,037	7,451
Arizona	54,658	51,185	3,473	Nebraska	49,468	40,874	8,594
California	63,268	62,020	1,248	New Hampshire	50,258	54,060	(3,802)
Colorado	52,410	52,456	(46)	New Jersey	64,426	62,178	2,248
Connecticut^	64,812	62,679	2,133	New Mexico	47,257	38,532	8,725
District of Columbia	#	59,751	--	Nevada	55,261	38,049	17,212
Delaware	59,896	55,641	4,255	New York	58,073	58,450	(377)
Florida	52,140	48,402	3,738	Ohio	54,919	47,312	7,607
Georgia	49,963	49,252	711	Oklahoma	44,877	40,761	4,116
Hawaii	57,402	48,572	8,830	Oregon	45,259	46,618	(1,359)
Iowa	57,522	41,126	16,396	Pennsylvania	57,436	54,687	2,749
Idaho	45,201	40,295	4,906	Rhode Island	55,769	56,313	(544)
Illinois	51,544	55,733	(4,189)	South Carolina	48,712	38,197	10,515
Indiana	50,729	50,131	598	South Dakota	37,725	34,979	2,746
Kansas	47,135	31,827	15,308	Tennessee	49,351	45,164	4,187
Kentucky	47,795	37,605	10,190	Texas	48,223	50,466	(2,243)
Louisiana	44,662	51,478	(6,816)	Utah	47,233	50,895	(3,662)
Massachusetts	55,712	63,270	(7,558)	Virginia	52,783	43,700	9,083
Maryland	52,911	55,118	(2,207)	Vermont	46,492	44,155	2,337
Maine	46,085	49,655	(3,570)	Washington	51,053	46,508	4,545
Michigan	56,895	43,790	13,105	Wisconsin	52,187	43,651	8,536
Minnesota	53,814	44,868	8,946	West Virginia	42,638	35,717	6,921
Montana	49,602	47,365	2,237	Wyoming	46,743	52,635	(5,892)
Mississippi	43,313	36,951	6,362	U.S.	52,760	+	--

SOURCE: NCES, IPEDS Salary Survey, 1996-97.

[a] *Ranked in descending order of average salary.*

[b] *Based on 79.0 percent (1,597) of the public 4-year and independent institution universe (2,021).*

# Indicates no responding institutions in this category.

+ Indicates no institutions in this category.

-- Data not available.

Results for independent institutions differed. Expenditure per student had the strongest relationship with faculty salaries; size of institution followed. Having a bargaining agreement weakly contributed to higher salaries in independent institutions. Few independent institutions have a bargaining agreement because the National Labor Relations Act does not require many independent institutions to bargain with faculty who might choose collective bargaining. Location in a bargaining state and salaries in independent institutions also showed a weak relationship with faculty salaries.[4]

TABLE 14

SALARIES BY DISCIPLINE, 1995-96 AND 1996-97 AND DIFFERENCE BETWEEN SALARIES, 1995-96 TO 1996-97

	Average Salary		Difference	
Discipline	1996-97	1995-96	($)	(%)
Multi/Interdisciplinary Studies	$55,831	$49,262	$6,569	13.3%
Home Economics	54,202	48,786	5,416	11.1%
Business Management and Administrative Services	74,612	71,471	3,141	4.4%
Parks, Recreation, Leisure, and Fitness Studies	49,130	45,997	3,133	6.8%
Health Professions and Related Sciences	68,568	65,528	3,040	4.6%
Law and Legal Studies	91,984	89,022	2,962	3.3%
Area, Ethnic, and Cultural Studies	53,468	50,932	2,536	5.0%
Mathematics	59,872	57,352	2,520	4.4%
Computer and Information Sciences	67,229	64,776	2,453	3.8%
Library Science	51,665	49,266	2,399	4.9%
Engineering	70,084	67,703	2,381	3.5%
Psychology	58,529	56,159	2,370	4.2%
All Fields	60,094	57,836	2,258	3.9%
Public Administration and Services	54,968	52,795	2,173	4.1%
Communications	50,328	48,181	2,147	4.5%
Physical Sciences	63,737	61,687	2,050	3.3%
Biological Sciences/Life Sciences	59,358	57,406	1,952	3.4%
Philosophy and Religion	52,610	50,712	1,898	3.7%
Agricultural Business and Production	57,848	56,032	1,816	3.2%
Agricultural Sciences	54,083	52,275	1,808	3.5%
Foreign Languages and Literatures	48,722	47,003	1,719	3.7%
Education	50,857	49,169	1,688	3.4%
Social Sciences and History	57,044	55,398	1,646	3.0%
English Language and Literature/Letters	49,777	48,171	1,606	3.3%
Protective Services	52,592	51,192	1,400	2.7%
Liberal Arts and Sciences, General Studies, and Humanities	48,246	46,891	1,355	2.9%
Visual and Performing Arts	47,350	46,049	1,301	2.8%
Transportation and Materials Moving Workers	46,345	45,072	1,273	2.8%
Architecture and Related Programs	53,531	52,306	1,225	2.3%
Engineering-Related Technologies	50,357	49,372	985	2.0%
Conservation and Renewable Natural Resources	55,992	56,094	(102)	-0.2%

SOURCE: Oklahoma State University, Faculty Salary by Discipline Data files, 1995-96 and 1996-97.

SUMMARY

Reports of average salaries obscure variations between groups of faculty members. Salaries at community colleges and public four-year institutions continued to drift apart in 1996-97. Independent universities persisted in providing the highest average faculty salaries, while independent two-year colleges paid the lowest. Salaries also differed by academic specialty, with business, engineering, and legal studies the best paid. Women continued to receive lower salaries, and the salary gap continued to widen, and geographic location made for large differences in salaries.

TABLE 15

AVERAGE SALARIES BY DISCIPLINE AND INSTITUTIONAL CONTROL, 1996-97

Discipline	Control	
	Independent	Public
Accounting	$56,488	$61,737
Agricultural Business and Production	39,835	52,581
All Fields	48,850	49,989
Anthropology	54,185	50,709
Architecture and Related Programs	53,349	51,040
Area, Ethnic, and Cultural Studies	48,757	52,542
Art, General	43,626	46,324
Biological Sciences/Life Sciences	48,099	50,762
Business Administration and Management, General	56,144	59,147
Chemistry	50,650	52,287
Communications	42,878	44,630
Computer and Information Sciences	50,835	56,747
Drama/Theater Arts	42,757	44,318
Economics	59,353	58,654
Education	43,333	47,924
Education Administration and Supervision	50,350	52,502
Educational/Instructional Media Technician	+	48,346
Education-Curriculum and Instruction	51,453	45,797
Engineering	67,567	63,392
Engineering Related Technologies	47,414	47,687
English Language and Literature	45,676	44,194
Foreign Languages and Literatures	45,511	44,750
Geography	49,394	49,117
Geology	60,366	52,195
History	49,765	48,980
Home Economics	41,082	45,749
Library Science	40,696	46,057
Marketing Management and Research	61,589	61,822
Mathematics	48,931	48,865
Multi/Interdisciplinary Studies	47,797	42,882
Music	42,748	44,296
Nursing	40,169	42,640
Occupational Therapy	44,809	43,153
Parks, Recreation, Leisure and Fitness	39,320	45,188
Philosophy and Religion	46,708	50,058
Physical Sciences	59,821	51,557
Physical Therapy	49,187	47,893
Physics	46,756	55,388
Political Science	50,818	50,189
Protective Services	40,080	45,068
Psychology	48,062	50,224
Public Health	54,761	46,445

TABLE 15 (CONTINUED)

AVERAGE SALARIES BY DISCIPLINE AND INSTITUTIONAL CONTROL, 1996-97

Discipline	Control	
	Independent	Public
Social Sciences	50,193	46,181
Sociology	47,428	48,240
Special Education	46,043	46,617
Speech-Language Pathology and Audiology	47,916	45,809
Visual and Performing Arts	42,670	44,346

SOURCE: College and University Personnel Association, Faculty Salary Survey in Private Institutions *and Special Study for NEA by Gilliam Associates, 1997.*

TABLE 16

AVERAGE SALARIES BY DISCIPLINE AND BARGAINING STATUS FOR PUBLIC INSTITUTIONS REPORTING IN 1995-96 AND 1996-97

Discipline	All	Non-Collective Bargaining	Collective Bargaining
Accounting	$61,737	$61,087	$63,149
Agricultural Business and Production	52,581	52,139	54,206
All Fields	49,989	47,970	54,136
Anthropology	50,709	46,774	54,668
Architecture and Related Programs	51,040	49,420	56,207
Area, Ethnic, and Cultural Studies	52,542	47,253	55,417
Art, General	46,324	43,069	51,722
Biological Sciences/Life Sciences	50,762	48,766	55,227
Business Administration and Management,General	59,147	58,316	60,936
Chemistry	52,287	50,463	55,970
Communications	44,630	42,285	49,303
Computer and Information Sciences	56,747	55,282	59,793
Drama/Theater Arts	44,318	41,735	49,311
Economics	58,654	57,958	59,655
Education	47,924	45,183	51,922
Education Administration and Supervision	52,502	51,807	54,435
Educational/Instructional Media Technician	48,346	44,727	53,056
Education-Curriculum and Instruction	45,797	44,228	50,793
Engineering	63,392	63,507	63,132
Engineering Related Technologies	47,687	46,536	51,811
English Language and Literature	44,194	41,205	50,253
Foreign Languages and Literatures	44,750	41,624	50,405
Geography	49,117	46,394	53,330
Geology	52,195	50,023	56,191
History	48,980	46,523	53,768

TABLE 16 (CONTINUED)

AVERAGE SALARIES BY DISCIPLINE AND BARGAINING STATUS FOR PUBLIC INSTITUTIONS REPORTING IN 1995-96 AND 1996-97

Discipline	All	Non-Collective Bargaining	Collective Bargaining
Home Economics	45,749	44,565	49,506
Library Science	46,057	38,986	52,377
Marketing Management and Research	61,822	61,223	63,183
Mathematics	48,865	46,022	55,106
Multi/Interdisciplinary Studies	42,882	40,954	50,591
Music	44,296	42,250	49,115
Nursing	42,640	41,356	46,922
Occupational Therapy	43,153	41,689	46,191
Parks, Recreation, Leisure and Fitness	45,188	42,808	49,845
Philosophy and Religion	50,058	46,120	55,747
Physical Sciences	51,557	50,429	54,184
Physical Therapy	47,893	45,970	52,090
Physics	55,388	52,960	59,928
Political Science	50,189	47,562	54,999
Protective Services	45,068	43,530	49,497
Psychology	50,224	47,308	55,403
Public Health	46,445	41,439	53,391
Social Sciences	46,181	43,569	54,869
Sociology	48,240	45,619	53,004
Special Education	46,617	44,076	50,582
Speech-Language Pathology and Audiology	45,809	43,698	50,897
Visual and Performing Arts	44,346	42,639	47,563

SOURCE: Special Study for NEA by Gilliam Associates for CUPA. Only includes institutions reporting in both 1995-96 and 1996-97.

Finally, faculty members in higher education institutions were financially worse off in 1996-97 than in the early 1970s. Salaries in 1996-97 continued to struggle back to their 1970s peaks, but regained losses resulted from step and seniority increases paid to a more experienced faculty.

Faculty members at institutions with collective bargaining agreements maintained a salary advantage, though the amount declined. Two possible reasons are the improving economy of Southern states and use of salaries at bargaining institutions as a benchmark by other institutions.

NOTES

[1] The average change in salary by state is calculated only for institutions that reported in both 1995-96 and 1996-97. Changes represent a combination of all factors that influenced the average salary, not just cost-of-living changes or raises granted by the state.

[2] The variables in the regression equation for public four-year institutions are:

Variable	Beta	T	Significance of T
Salary in state	.424	13.245	.000
Bargaining state	.107	3.100	.002
Carnegie classification	-.111	-3.162	.002
Institution has contract	.119	3.398	.001
E&G expenditures	.247	8.536	.000
FTE enrollment	.366	10.486	.000
Average faculty salary		7.545	.000

[3] **The variables in the regression equation for public two-year institutions are:**

Variable	Beta	T	Significance of T
Salary in state	.371	11.799	.000
Bargaining state	.170	5.344	.000
Carnegie classification	-.076	-3.303	.001
Institution has contract	.093	2.961	.003
FTE enrollment	.252	10.408	.000
State population	.174	6.134	.000
Average faculty salary		4.759	.000

[4] **The variables in the regression equation for independent institutions are:**

Variable	Beta	T	Significance of T
Salary in state	.090	3.294	.001
Bargaining state	.056	2.345	.019
Carnegie classification	-.072	-2.932	.003
Institution has contract	.053	2.493	.013
E&G expenditures	.388	17.324	.000
FTE enrollment	.258	9.598	.000
Highest offering level	.196	8.331	.000
State population	.074	3.135	.002
Average faculty salary		5.915	.000

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Faculty Workload and Productivity: Gender Comparisons

by Henry L. Allen

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The rapid entry rate of women into the nation's professoriate during the past decade gives gender a special place among categories of academic diversity.[1] Between 1989-90 and 1991-92, the number of women employed at the rank of instructor or above increased from 246,992 to 300,653.[2] In fall 1992, 37 percent of all faculty and instructional staff (327,264) were women.[3]

While these numbers suggest women have met with some success in their efforts to enter the professoriate, parity remained elusive.[4] Studies show that male and female faculty still work in different disciplines, ranks, and institutions.[5] Women faculty are more likely to be part-time employees, hold lower academic ranks, work at undergraduate teaching institutions, and pursue careers in traditional fields. Women also receive fewer professional rewards, are less likely to hold tenure, publish fewer refereed articles, and receive disproportionately lower salaries for all ranks and types of institutions in 1995-96.

Patterns of prioritizing teaching, research, and service are also gender-related, and the nontraditional perceptions of academic roles held by women suggest that gender may define the dimensions of academic work in the future.[6]

Determining the reasons for these differences between male and female faculty in academic labor markets is problematic. We cannot equate gender differentiation with discrimination without documenting the organizational processes mediating gender differentiation—processes not easily delineated by statistical surveys. Such organizational research remains inconclusive. Some studies target the accumulated advantages arising from different opportunity structures; others focus on differences in socialization.[7] But neither explanation incorporates the role of organizations.

We await a theory that integrates disparate empirical findings.[8] The data in this chapter do not show cause and effect. Instead, this chapter offers a preliminary examination of gender differences in faculty workload and productivity.

The 1993 National Study of Postsecondary Faculty (NSOPF-93) permits us to trace the distribution of women among institutions, academic ranks, and disciplines. These distributions provide a context for interpreting differentiation by gender in workload—measured by length of the workweek and time

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allocated to different activities—and productivity, using multiple measures. The chapter then provides a multivariate analysis of survey data on faculty workload and productivity. It also discusses the theoretical, methodological, policy, and practical implications of the data for further study of gender differences within the academic professions.

DESCRIPTIVE FINDINGS

How are women faculty members distributed within American colleges and universities? NCES data provide several types of distributions.[9]

TABLE 1

PERCENTAGE OF FEMALE FACULTY IN EACH EMPLOYMENT STATUS, BY TYPE AND CONTROL OF INSTITUTION, FALL 1992

Institutional Type	Percent Part-time	Percent Full-time
All Institutions	44.6	32.5
Public Research	43.1	22.8
Independent Research	41.3	30.0
Public Doctoral	44.4	29.2
Independent Doctoral	36.7	23.1
Public Comprehensive	51.1	33.5
Independent Comprehensive	43.5	34.5
Independent Liberal Arts	54.2	39.1
Public Two-Year	43.2	44.6
Other	43.1	26.3

SOURCE: Zimbler, 1994, Tables 6 and 7, 14-17.

Table 1 shows the distribution of women faculty members by employment status among *types* of colleges and universities in fall 1992. Full-time women faculty members—one third of the total—were concentrated in public community colleges, independent liberal arts colleges, and independent and public comprehensives. Concentrations were lower at research and doctoral universities—less than one quarter of full-time professors at public research and independent doctoral universities were female.

Nearly 45 percent of all part-time faculty members were female—a disproportionate representation in part-time roles (Table 1). Male and female part-timers were distributed at near-parity only in independent liberal arts colleges (women=54.2 percent), and public comprehensives (women=51.1 percent). Public institutions showed higher proportions of part-time women faculty than independents, except for liberal arts colleges.

TABLE 2

PERCENTAGE OF FEMALE FACULTY IN EACH EMPLOYMENT STATUS, BY ACADEMIC RANK, FALL 1992

Academic Rank	Percent Part-time	Percent Full-time
Not Applicable	51.4	42.4
Full Professor	27.9	16.2
Associate Professor	33.8	28.7
Assistant Professor	42.6	42.5
Instructor	47.1	47.7
Lecturer	45.7	61.9
Other	51.7	47.7

SOURCE: Zimbler, 1994, Tables 6 and 7, 14-17.

Table 2 gives the percentage of part- and full-time female faculty by academic rank. Women faculty were disproportionately concentrated in the bottom ranks—lecturers, instructors, and below; large percentages reported no rank or nontraditional ranks. Over half of all part-time faculty without rank were female. Among full-timers, only 16.2 percent of full professors, 28.7 percent of associate professors, and 42.5 percent of assistant professors were women. The modal rank for full-time male faculty, in contrast, was full professor. These distributions suggest a continued marginal status for women faculty, since higher ranks accrue power and prestige.

Table 3 displays the gender distribution of faculty members across disciplines. The disciplines with the largest percentages of full-time women professors were nursing (98.4 percent), teacher education (56.3 percent), foreign languages (51.4 percent), English plus literature (50.2 percent), and education-all (50.1 percent).

TABLE 3

PERCENTAGE OF FEMALE FACULTY IN EACH EMPLOYMENT STATUS, BY ACADEMIC DISCIPLINE, FALL 1992

Academic Discipline	Percent Part-time	Percent Full-time
Agriculture and Home Economics	51.2	23.8
Business	30.2	30.1
Communications	52.8	34.1
Education	67.3	50.1
Teacher Education	76.8	56.3
Other Education	60.8	46.9
Engineering	8.3	5.9
Fine Arts	48.4	32.2
Health Sciences	57.0	49.5
First Professional	30.5	22.5
Nursing	94.3	98.4
Other Health Sciences	60.7	47.8
Humanities	58.8	40.8
English and Literature	66.8	50.2
Foreign Languages	64.0	51.4
History	30.9	23.0
Philosophy	26.5	13.1
Law	25.8	34.7
Natural Sciences	32.4	19.6
Biological Sciences	43.3	23.2
Physical Sciences	23.8	11.3
Mathematics	36.8	24.4
Computer Sciences	21.2	19.4
Social Sciences	42.9	26.9
Economics	17.4	14.9
Political Science	18.6	17.0
Psychology	48.4	37.0
Sociology	56.2	24.6
Other Social Sciences	44.1	30.9
Occupationally Specific Programs	18.3	15.1
All Other Programs	48.3	34.8

SOURCE: Zimbler, 1994, Tables 6 and 7, 14-17.

The disciplines with the lowest percentages of full-time women faculty were engineering (5.9 percent), the physical sciences (11.3 percent), and philosophy (13.1 percent). Occupational programs, political science, economics, computer science, and the natural sciences also reported less than 20 percent.

Among part-time faculty, nursing (94.3 percent), teacher education (76.8 percent), English plus literature (66.8 percent) and foreign languages (64 percent) had the highest percentage of women. Sociology (56.2 percent), other health sciences (60.7 percent), health sciences-all (57 percent), and communications (52.8 percent) followed. Only engineering had single-digit percentages of part-time *and* full-time female faculty members. Nearly all disciplines showed a greater percentage of women among part-timers; business was the exception. These data further attest to the marginal status of many women faculty.

Did some disciplines rely disproportionately on part-time female faculty? We may construct an index of dissimilarity by subtracting the gender distribution of part-timers from the distribution of full-timers for each discipline. Assume that a positive figure denotes a bias toward full-time employment, and that a negative sign indicates a bias toward part-time work. The closer the index is to zero, the greater the parity between men and women professors, though we may not draw conclusive inferences without probability estimates.

TABLE 4

INDEX OF DISPARITY BETWEEN THE EMPLOYMENT STATUSES OF FEMALE FACULTY, BY TYPE AND CONTROL OF INSTITUTION, FALL 1992

Institutional Type	Index*	Skew
All Institutions	-12.1	PT
Public Research	-20.3	PT
Independent Research	-11.3	PT
Public Doctoral	-15.2	PT
Independent Doctoral	-13.6	PT
Public Comprehensive	-17.6	PT
Independent Comprehensive	-9.0	PT
Independent Liberal Arts	-15.1	PT
Public Two-Year	1.4	FT
Other	-16.8	PT

** This index was calculated from the data listed in Table 1 by subtracting the percent of part-time women faculty from the percent of full time women faculty. If the former is larger, the sign is negative. The column labeled "skew" indicates the employment status in which the largest percentages of women were likely to be found at each type of institution. It is used here for heuristic purposes only.*

Table 4 measures the disparity between full-time and part-time female faculty at each type of institution. The gap, favoring part-time employment for women faculty, is greatest at public research universities—about 20 percent. Public community colleges—the only type of institution to show a prevalence of full-time women faculty—showed near-parity. Only community colleges, independent comprehensives, and independent research universities showed smaller disparities than the percentage for all institutions. These disparities suggest that the distribution of female faculty was skewed disproportionately toward part-time status.

TABLE 5

INDEX OF DISPARITY BETWEEN THE EMPLOYMENT STATUSES OF FEMALE FACULTY, BY ACADEMIC RANK, FALL 1992

Academic Rank	Index*	Skew
Not Applicable	-9.0	PT
Full Professor	-11.7	PT
Associate Professor	-5.1	PT
Assistant Professor	-0.1	PT
Instructor	0.6	FT
Lecturer	16.2	FT
Other	-4.0	PT

** This index was calculated from the data listed in Table 2 by subtracting the percent of part-time women faculty from the percent of full-time women faculty. If the former is larger, the sign is negative. The column labeled "skew" indicates the employment status in which the largest percentages of women were likely to be found at each type of institution. It is used here for heuristic purposes only.*

Table 5 shows a similar measure for academic rank. The modal ranks for women were full-time lecturer, followed by instructor. The lecturer rank was skewed toward full-time employment. There was little disparity between full-time and part-time faculty members among assistant professors. The –11.9 percent discrepancy among full professors reflected a concentration of women in part-time positions. Academic rank and the distribution of women faculty thus showed an inverse relationship: the higher the rank the more likely women faculty were employed as part-timers.

TABLE 6

INDEX OF DISPARITY BETWEEN THE EMPLOYMENT STATUSES OF FEMALE FACULTY, BY ACADEMIC DISCIPLINE, FALL 1992

Academic Discipline	Index*	Skew
Agriculture and Home Economics	-27.4	PT
Business	-0.1	PT
Communications	-18.7	PT
Education	-17.2	PT
Teacher Education	-20.5	PT
Other Education	-13.9	PT
Engineering	-2.4	PT
Fine Arts	-16.2	PT
Health Sciences	-7.5	PT
First Professional	-8.0	PT
Nursing	4.1	FT
Other Health Sciences	-12.9	PT
Humanities	-18.0	PT
English and Literature	-16.6	PT
Foreign Languages	-12.6	PT
History	-7.9	PT
Philosophy	-13.4	PT
Law	8.9	FT
Natural Sciences	-12.8	PT
Biological Sciences	-20.1	PT
Physical Sciences	-12.5	PT
Mathematics	-12.4	PT
Computer Sciences	-1.8	PT
Social Sciences	-16.0	PT
Economics	-2.5	PT
Political Science	-1.6	PT
Psychology	-11.4	PT
Sociology	-31.6	PT
Other Social Sciences	-13.2	PT
Occupationally Specific Programs	-3.2	PT
All Other Programs	-13.5	PT

** This index was calculated from the data listed in Table 1.3 by subtracting the percent of part-time women faculty from the percent of full-time women faculty. If the former is larger, the sign is negative. The column labeled "skew" indicates the employment status in which the largest percentages of women were likely to be found at each type of institution. It is used here for heuristic purposes only.*

Table 6 measures the disparity between full-time and part-time female faculty by discipline. Sociology (–31.6) and agriculture/home economics (–27.4) showed the greatest gap between full- and part-timers. Business (–0.1), political science (–1.6), computer science (–1.8), and engineering (–2.4) showed the smallest disparities. Only nursing and law showed a skew towards full-time roles.

These data suggest wide variation in the norms and practices among disciplines affecting the employment of women. Research is needed to identify the organizational aspects of colleges and universities that affect their career opportunities. Does the ratio of full-time to part-time employment among women faculty, for example, affect their productivity within, as well as across, types of institutions, academic ranks, and disciplines?

GENDER AND WORKLOAD

Gender distributions within employment statuses, academic ranks, fields of study, and institutions influenced faculty workload, measured by length of workweek (averages: men=48.4 hours; women=40.1 hours), across all types of colleges and universities in fall 1992.[10] Male full-timers, in regular and temporary positions, worked 55 hours; women in these categories invested 52 hours and 48.1 hours of their time respectively. Among part-time faculty, men with regular positions worked 38.4 hours; women worked 30 hours per week.[11] Faculty members with temporary appointments worked similar schedules (men=34.8 hours; women=33.8 hours).

Table 7 compares the workweeks of male and female faculty across institutions.[12] For both sexes, the total hours worked were slightly longer in research and doctoral institutions than elsewhere. But men worked longer workweeks than women in all types of institutions. Independent research universities—the category showing the greatest gender disparity between full- and part-time faculty—also showed the largest workweek disparity. Community colleges showed the smallest differences in workweek and in employment status.

Table 8 shows the proportion of time allocated to key professional duties by gender. Women faculty in all categories devoted large proportions of their professional time to instruction. Among full-time regulars, women gave 47 percent of their time to teaching, 18 percent to research, and 29 percent to administration and service. Men devoted only 41 percent of their time to teaching, but gave 27 percent of their time to research.[13] Women in full-time, temporary positions devoted 51 percent of their time to teaching, 17 percent to research, and 27 percent to administration and service. Men in this category allocated 40 percent of their time to instruction and 28 percent to research.

TABLE 7

GENDER DIFFERENCES IN FACULTY WORKLOAD (TOTAL HOURS WORKED), BY TYPE AND CONTROL OF INSTITUTION, NSOPF-93

Institutional Type	Male	Female
Public Research	54.9	50.2
Independent Research	54.2	47.2
Public Doctoral	52.5	48.0
Independent Doctoral	49.5	45.3
Public Comprehensive	49.4	44.1
Independent Comprehensive	46.2	42.0
Independent Liberal Arts	48.0	43.3
Public Two-Year	39.2	36.3
Other	45.2	41.3

SOURCE: NSOPF-93.

Among part-timers with regular positions, women gave 58 percent of their time to teaching; men reported 50 percent. But men and women part-time faculty members with temporary positions showed only a 1 percent difference in the proportion of time devoted to teaching. Other differences in time allocation were modest, though men were more likely to allocate time to research.

Table 9 lists the total hours per week for male and female professors by field of inquiry.[14] The amount of time male and female academics worked per week varied by discipline, but men had longer workweeks in every field: 55 hours in agriculture/home economics; 50 hours or more in health sciences, engineering, and the social sciences, and at least 46 hours in 9 out of the 10 measured areas; the humanities were the exception at 43 hours. Women, in contrast, worked at least 46 hours only in engineering (47 hours) and health sciences (46 hours). Women in the fine arts (35 hours), humanities (38 hours), and natural

TABLE 8

GENDER DIFFERENCES IN FACULTY WORKLOAD (PERCENT OF TIME ALLOCATED TO DUTIES), BY EMPLOYMENT STATUS, NSOPF-93

Employment Status	Male	Female
Full-Time, Regular		
Percent time in teaching	41	47
Percent time in research	27	18
Percent time in professional growth	5	6
Percent time in administration	15	15
Full-Time, Temporary		
Percent time in teaching	40	51
Percent time in research	28	17
Percent time in professional growth	4	5
Percent time in administration	14	18
Part-Time, Regular		
Percent time in teaching	50	58
Percent time in research	10	8
Percent time in professional growth	4	5
Percent time in administration	14	18
Part-Time, Temporary		
Percent time in teaching	56	57
Percent time in research	10	7
Percent time in professional growth	4	7
Percent time in administration	7	6

SOURCE: NSOPF-93

NOTE: Figures have been rounded off.

TABLE 9

GENDER DIFFERENCES IN FACULTY WORKLOAD (TOTAL HOURS WORKED), BY ACADEMIC DISCIPLINE, NSOPF-93

Academic Discipline	Male	Female
Agriculture/Home Economics	55.3	42.3
Business	47.4	40.3
Education	47.2	39.7
Engineering	50.3	47.4
Fine Arts	47.2	35.0
Health Sciences	53.3	46.1
Humanities	42.9	38.1
Natural Sciences	48.8	39.3
Social Sciences	50.4	41.8
Other	46.1	39.9

SOURCE: NSOPF-93

TABLE 10

GENDER DIFFERENCES IN FACULTY WORKLOAD (TOTAL HOURS WORKED), BY AGE COHORT, NSOPF-93

Age Cohort	Male	Female
Under 30	53.3	43.4
30–44	50.1	41.1
45–54	49.6	43.3
55–59	46.7	40.0
60–64	49.4	32.2
65 or older	38.7	30.0

SOURCE: NSOPF-93

sciences (39 hours) had the shortest workweeks. Table 9 shows considerable overlap between total hours reported by men in disciplines with shorter workweeks and women in fields with longer workweeks.

Did age, a proxy for years of professional experience, account for the length of the workweek? Table 10 provides data on gender differences within age categories. All faculty members worked long hours, but in every age cohort, male faculty worked longer workweeks than females. The gap was greatest among faculty 60–64 years old, but younger faculty also showed gaps of seven or more hours. Men worked 50 hours or more in four of the six age gradations. All age categories of women faculty members, except the over-60 groups, worked between 40 and 43 hours.

Did differences in academic rank explain the gender disparity in workweeks? Save for lecturers (men=39.4 hours; women=42.3 hours), men worked more total hours per week at each academic rank (Table 11). Male full and assistant professors each worked an average of 54 hours. No rank of female professors exceeded a 50-hour workweek. The gender disparity was negligible for associate professors.

Men allocated more time on average to their academic work. The pattern persisted across academic institutions, ranks, discipline,

TABLE 11

GENDER DIFFERENCES IN FACULTY WORKLOAD (TOTAL HOURS WORKED), BY ACADEMIC RANK, NSOPF-93

Rank	Male	Female
Not Applicable	40.2	36.7
Full Professor	54.0	48.4
Associate Professor	51.3	50.1
Assistant Professor	54.3	47.6
Instructor	40.4	32.6
Lecturer	39.4	42.3
Other	46.8	40.6

SOURCE: NSOPF-93.

and age, so no one variable accounts for this finding. Uncovering the factors influencing gender differences in workweeks requires multivariate analysis—comparing men and women in the same rank, discipline, and institutional location. Organizational and ecological variables, or processes such as mentorship or sponsorship—not examined by NSOPF-93—may be at work.

How did male and female faculty members divide their time among their duties? Women devoted slightly more time to teaching than men in most types of institutions (Table 12). The largest gap in time devoted to teaching—6 percent—occurred among professors at public comprehensive institutions. The differences in teaching were negligible at independent research and public doctoral universities.

The gender gap appeared in data on age, rank, and discipline. Women spent more time teaching at all ranks, except associate professor, and all disciplines, except business.[15] Time spent teaching by women varied considerably by age. Women over 60 spent 70 percent of their time on teaching. Women under 30 only 39 percent.

Conversely, males at every rank, discipline, type of institution and age cohort—except men under 30—gave more time to research. The disparity was most pronounced at independent research universities. This pattern may change as younger women devote more time to research.[16]

TABLE 12

GENDER DIFFERENCES IN FACULTY WORKLOAD (PERCENT OF TIME ALLOCATED TO DUTIES), BY INSTITUTIONAL TYPE, NSOPF-93

Type of Institution	Male	Female
Public Research		
Percent time in teaching	35	40
Percent time in research	34	25
Percent time in professional growth	4	5
Percent time in administration	14	13
Independent Research		
Percent time in teaching	31	30
Percent time in research	37	21
Percent time in professional growth	3	11
Percent time in administration	13	13
Public Doctoral		
Percent time in teaching	47	46
Percent time in research	21	17
Percent time in professional growth	6	6
Percent time in administration	12	9
Independent Doctoral		
Percent time in teaching	31	35
Percent time in research	17	14
Percent time in professional growth	5	5
Percent time in administration	13	10
Public Comprehensive		
Percent time in teaching	54	60
Percent time in research	14	11
Percent time in professional growth	5	6
Percent time in administration	14	17
Independent Comprehensive		
Percent time in teaching	55	60
Percent time in research	9	6
Percent time in professional growth	5	6
Percent time in administration	12	11
Independent Liberal Arts		
Percent time in teaching	57	62
Percent time in research	11	8
Percent time in professional growth	5	5
Percent time in administration	16	13
Public Two-Year		
Percent time in teaching	61	65
Percent time in research	4	4
Percent time in professional growth	5	6

TABLE 12 (CONTINUED)

GENDER DIFFERENCES IN FACULTY WORKLOAD (PERCENT OF TIME ALLOCATED TO DUTIES), BY INSTITUTIONAL TYPE, NSOPF-93

Type of Institution	Male	Female
Percent time in administration	8	8
Other		
Percent time in teaching	56	58
Percent time in research	10	7
Percent time in professional growth	5	6
Percent time in administration	13	11

SOURCE: NSOPF-93

NOTE: Figures have been rounded off.

GENDER AND PRODUCTIVITY

NSOPF-93 surveyed faculty productivity for the two years preceding data collection and their entire careers. The quality of faculty productivity is usually measured by the number of articles published in refereed journals.[17] By this standard, men were more productive than women in all but one age category: Neither male nor female faculty under 30 averaged a single refereed article in the prior two years. Men averaged two articles in all cohorts. Women in the 30–44, 55–59, and 60–64 age cohorts published an average of one article.

Males in all marital statuses published more often than females over the prior two years. Married males published the most—a two-to-one ratio for married male faculty members without dependents; three-to-one for married males with dependents. Differences were slight for single professors, with and without dependents.

Male faculty also published more frequently than women at every academic rank: full professors—four to two publications; associate and assistant professors—three to two. Publishing activity was negligible for instructors and lecturers, but male lecturers were slightly more likely to publish at least one refereed article.

Neither employment status, tenure status, nor disciplinary affiliation altered the gender disparity observed in faculty productivity over the two years. Tenured and tenure-track males, for example, averaged three refereed publications each; tenured women, two articles, and tenure-track women, one article. Among nontenure-track faculty, males published one article to almost none for females; faculty with no tenure barely managed to publish a single refereed article.

Men published more than women in most disciplines with substantial activity—a three to one ratio in agriculture/home economics, natural sciences, health sciences, and engineering; a one to zero ratio in business, humanities, and "other" subjects. Men and women showed equal two-year publication rates in the social sciences (two articles), and in education (one article).

Career publications showed even greater gender disparities. Males under 30 were more likely to have published at least one refereed article; the ratio favored men in the 30–44 age cohort by nine to three. The gender gap in publication widened as age increased: 45–54=18 to 4; 55–59=23 to 5; 60–64=29 to 5; over 65=29 to 4.

This gender disparity appeared in all marital statuses: married faculty members without dependents=a three to one ratio; married males with dependents=20 to 3; single men=2 to 1.[18] Productivity ratios favored men in all employment categories: full-time, regulars=23 to 6; full-time, temporaries=19 to 5; part-time regulars and temporaries=5 to 1. Males also predominated in all tenure statuses: tenured=30 to 11; tenure-track=10 to 4; nontenured and nontenurable: 6 to 1.

The career patterns of faculty productivity also showed gender disparities across disciplines: 33 to 3, for example, in favor of men in agriculture/home economics. Several other disciplines showed wide gender differences: health sciences (25 to 4), natural sciences (27 to 7), engineering (19 to 8), and social sciences (13 to 5). A gender gap also occurred in business (6 to 1), education (7 to 3), the humanities (6 to 2), and "other" (4 to 1). Fine arts was the only exception (2 to 2), but men averaged almost 18 exhibitions in their careers; women averaged 12.

Tables 13 and 14 present NSOPF-93 data on faculty productivity, including two-year and career totals, for men and women across types of colleges and universities. The career totals across the first row indicate male dominance in publishing refereed articles for all types of institutions, except community col-

TABLE 13

MEAN NUMBER OF ACCOMPLISHMENTS FOR FULL-TIME, REGULAR TEACHERS DURING THEIR CAREERS, BY TYPE OF INSTITUTION, GENDER, AND PUBLIC INSTITUTIONS

		Type of Institution							
		Research		Doctoral		Comprehensive		Two-year	
Accomplishments		Male	Female	Male	Female	Male	Female	Male	Female
Articles, Refereed Journals	career	30.89	831	21.02	3.83	6.05	2.88	1.01	0.80
	two-years	3.79	199	2.61	0.87	0.99	0.53	0.14	0.14
Articles, Nonrefereed Journals	career	11.18	393	4.59	1.26	3.96	1.61	0.98	0.90
	two-years	1.33	063	0.68	0.27	0.69	0.34	0.11	0.17
Creative Works, Juried Media	career	0.94	096	0.35	0.45	1.24	0.31	0.47	0.29
	two-years	0.13	019	0.10	0.12	0.13	0.08	0.05	0.06
Creative Works, Nonjuried Media	career	2.46	167	2.16	1.18	2.42	1.47	1.98	3.2
	two-years	0.39	053	0.33	0.28	0.40	0.37	0.35	0.23
Reviews of Books	career	4.10	139	2.86	0.89	2.34	1.59	0.69	1.25
	two-years	0.51	034	0.53	0.25	0.34	0.33	0.09	0.25
Chapters Published	career	2.97	141	1.93	0.67	0.63	0.44	0.11	0.11
	two-years	0.66	046	0.43	0.31	0.15	0.16	0.02	0.03
Textbooks Published	career	0.40	013	0.37	0.12	0.27	0.09	0.10	0.07
	two-years	0.07	005	0.04	0.08	0.06	0.03	0.03	0.02
Books Published	career	0.58	030	0.30	0.09	0.30	0.21	0.12	0.15
	two-years	0.11	012	0.06	0.04	0.07	0.08	0.03	0.03
Monographs Published	career	0.54	025	0.35	0.19	0.39	0.19	0.06	0.02
	two-years	0.08	008	0.08	0.05	0.07	0.04	0.01	0.01
Technical Reports	career	9.94	366	6.13	1.80	6.55	2.80	4.40	1.94
	two-years.	1.38	066	0.93	0.42	1.11	0.89	0.71	0.48
Presentations	career	43.15	1842	25.41	13.97	16.05	14.94	8.42	7.66
	two-years	5.53	420	3.50	4.71	2.66	3.68	1.71	1.45
Exhibitions in Fine Arts	career	8.47	1698	11.55	7.68	23.57	15.23	6.86	5.94
	two-years	0.82	1.76	1.50	3.90	2.12	2.32	0.73	0.69
Patents or Copyrights	career	0.51	049	0.33	0.12	0.38	0.11	0.31	0.39
	two-years	0.09	006	0.06	0.02	0.08	0.03	0.07	0.09
Computer Software	career	0.29	009	0.41	0.08	0.23	0.08	0.51	0.10
	two-years	0.07	004	0.09	0.03	0.06	0.03	0.24	0.03

SOURCE: NSOPF-93

leges. The data across the second row for the two-year period, for example, shows large gender disparities in productivity at public or independent research and doctoral institutions: public and independent research universities=four to two; public doctorals=two to one; independent doctoral universities=three to two. Men at public and independent comprehensive universities and at independent liberal arts colleges also published more than women.

For the most part, men published refereed articles more frequently than women, even when employment status, academic rank,

TABLE 14

MEAN NUMBER OF ACCOMPLISHMENTS FOR FULL-TIME, REGULAR TEACHERS DURING THEIR CAREERS, BY TYPE OF INSTITUTION, AND BY GENDER, INDEPENDENT INSTITUTIONS

		Type of Institution									
		Research		Doctoral		Comprehesive		Two-Year		Other	
Accomplishments		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Articles, Refereed Journals	career	24.63	5.20	13.71	5.01	3.86	1.53	4.01	1.52	6.27	0.81
	two-years	3.61	1.16	3.13	2.03	0.57	0.41	0.60	0.34	0.14	0.14
Articles, Nonrefereed Journals	career	6.62	4.32	2.04	1.32	2.13	0.99	2.70	0.82	3.46	0.59
	two-years	0.95	0.57	0.39	0.42	0.38	0.31	0.41	0.16	0.11	0.17
Creative Works, Juried Media	career	0.62	0.37	0.31	0.18	0.73	0.38	1.51	0.56	0.97	0.62
	two-years	0.11	0.03	0.04	0.11	0.10	0.10	0.16	0.11	0.05	0.06
Creative Works, Nonjuried Media	career	0.94	1.28	0.69	1.29	3.00	2.01	3.05	2.31	2.87	2.37
	two-years	0.23	0.28	0.20	0.28	0.42	0.56	0.52	0.56	0.35	0.27
Reviews of Books	career	3.09	1.17	1.58	0.80	1.35	1.05	3.43	1.40	3.38	1.21
	two-years	0.52	0.16	0.20	0.22	0.20	0.28	0.46	0.25	0.09	0.25
Chapters Published	career	3.28	0.87	2.01	0.64	0.41	0.25	0.73	0.32	0.77	0.47
	two-years	0.71	0.29	0.88	0.18	0.11	0.14	0.21	0.11	0.02	0.03
Textbooks Published	career	0.19	0.15	0.23	0.04	0.14	0.04	0.14	0.05	0.22	0.12
	two-years	0.06	0.04	0.13	0.01	0.06	0.01	0.03	0.02	0.03	0.02
Books Published	career	0.46	0.23	0.24	0.12	0.19	0.13	0.30	0.18	0.46	0.17
	two-years	0.11	0.04	0.08	0.03	0.05	0.04	0.08	0.06	0.03	0.03
Monographs Published	career	0.29	0.14	0.21	0.04	0.30	0.19	0.28	0.08	0.22	0.07
	two-years	0.05	0.04	0.03	0.01	0.06	0.05	0.06	0.02	0.01	0.01
Technical Reports	career	6.49	7.60	5.38	1.97	6.21	2.35	4.86	1.26	6.50	2.97
	two-years	1.05	4.11	0.70	0.31	1.22	0.77	0.66	0.37	0.71	0.45
Presentations	career	28.51	14.70	23.30	13.93	10.81	8.38	13.07	10.77	18.25	9.12
	two-years	4.66	3.36	4.38	3.41	2.19	1.94	1.84	2.14	1.71	1.45
Exhibitions in Fine Arts	career	13.41	1.49	6.70	0.56	18.06	14.97	17.10	21.61	16.42	24.26
	two-years	0.47	0.45	0.45	0.09	2.37	0.74	1.82	2.14	0.73	0.69
Patents or Copyrights	career	0.42	0.06	0.29	0.06	0.23	0.20	0.45	0.12	0.48	0.18
	two-years	0.06	0.02	0.05	0.02	0.08	0.06	0.06	0.02	0.07	0.09
Computer Software	career	0.69	0.04	0.08	0.02	0.35	0.09	0.20	0.14	0.23	0.13
	two-years	0.18	0.02	0.03	0.04	0.12	0.03	0.07	0.05	0.24	0.03

SOURCE: NSOPF-93.

institutional type, disciplinary affiliation, marital status, and age were controlled.[19] But all faculty were productive; those who did not publish refereed articles probably performed other tasks "over and above" normal teaching duties.

What accounts for gender disparities in faculty productivity? Did the sociological structure and dynamics within individuals, groups, and organizations cause these patterned differences? The data suggest investigation of the historical differences in the social organization of career opportunities.[20] But an emphasis on individual outcomes obscures these contextual forces.[21]

MULTIVARIATE ANALYSES

How do our findings compare to the determinants of faculty workload and productivity for professors throughout higher education? To move beyond the simple inferences typical of descriptive findings, we conducted multivariate analyses on NSOPF-93 survey data. These analyses used stepwise multiple regression—the conventional statistical technique that assesses the strength of an association between a set of independent and dependent variables and that determines the amount of variance explained by a linear equation that is a function of these variables.

A stepwise multiple regression procedure automatically selects the independent variable explaining the most variance in the dependent variable; it then selects the remaining sequence of variables until all variables satisfying the designated criteria—including statistical significance—are selected.

Tables 15–19 show the results of multiple regression analyses of survey data on faculty workload and productivity. Three key statistics were tabulated:

- The *multiple correlation coefficient* (R) measures the degree of association between an independent and dependent variable. Under stepwise regression, the value of the correlation coefficient increases as each variable is added to the regression equation.
- The *coefficient of determination* (R^2) identifies how much of the total variance in the dependent variable is explained by a particular independent variable.
- The *beta coefficient* (*B*) measures the magnitude of each independent variable in standard form: the higher the beta weight, the greater the magnitude of the variable.[22]

Each table below shows the variance in the dependent variables explained by the independent variables within a regression equation. But first, two caveats. First, regression results are static, not dynamic; they assume that phenomena are subject to linear transformations. Second, scholars usually ignore two key issues when discussing faculty work. The theoretical rationale implicit in selecting the independent and dependent variables is more important than the observed correlation between the variables. And the ability of the researcher to conceptualize the appropriate type and amount of variance is more important than the amount of variance explained.[23] Multiple regression analysis is limited if the included set of variables is deficient.[24]

Table 15 lists the eight independent variables that significantly affected the number of hours in the faculty workweek. Nearly all these variables, we have shown, were associated with gender disparities in workload.[25] Five variables—employment status, institutional type, academic rank, years in current position, and tenure status—were dimensions of organizational status. The other three—age, gender, and race/ethnicity—refer to ascribed statuses. Employment status—the most significant predictor—accounted for 12 percent of the variance in faculty workweeks. The successive variables, beginning with institutional type, had modest effects on workload patterns.

Table 16 lists the eight predictors, mainly organizational, of the proportion of time faculty devoted to teaching. Whether teaching was the principal activity explained 17 percent of the variance, followed by type of institution (8 percent), age, and gender.

Gender is also a predictor of the proportion of time spent in research (Table 17). Type of organization accounted for 15 percent of the variance, followed by highest degree earned—whether a faculty member earned a doctorate. Four of nine significant variables denoted ascribed statuses—age, gender, race/ethnicity, and parents' education.

Table 18 lists the 11 variables affecting two-year productivity rates, measured by published articles in refereed journals. Six vari-

TABLE 15

STEPWISE MULTIPLE REGRESSION OF INDEPENDENT VARIABLES INFLUENCING FACULTY WORKLOAD (TOTAL HOURS WORKED), FALL 1992

Independent Variables	Multiple Correlation (R)	R^2	Beta
Employment Status	.34	.12	.34
Institutional Type	.36	.13	-.12
Age	.37	.14	-.08
Gender	.37	.14	-.07
Academic Rank	.38	.14	-.06
Race/Ethnicity	.38	.14	-.03
Years in Current Position	.38	.14	-.03
Tenure Status	.38	.14	-.03

SOURCE: NSOPF-93

$p < .05$. All variables were statistically significant.

TABLE 16

STEPWISE MULTIPLE REGRESSION OF INDEPENDENT VARIABLES INFLUENCING FACULTY WORKLOAD (PERCENT TIME SPENT IN TEACHING), FALL 1992

Independent Variables	Multiple Correlation (R)	R^2	Beta
Principal Activity	.41	.17	-.41
Institutional Type	.50	.25	.28
Age	.51	.26	.09
Gender	.51	.26	.10
Employment Status	.52	.27	.07
Academic Rank	.52	.27	.04
Tenure Status	.52	.27	-.05
Parents' Education	.52	.27	.01

SOURCE: NSOPF-93

$p < .05$. All variables were statistically significant.

ables were organizational—type of institution, academic rank, years in current position, academic discipline (2), and employment status.[26] Four ascribed variables—gender, marital status (new in this table), race/ethnicity, and level of parents' education—affected productivity. Highest degree earned was the only achieved status that predicted productivity.

Table 19 shows the 11 factors influencing career productivity, again measured by published refereed articles. Substituting "age" for "years in current position," the table resembles Table 18. Organizational processes again prevailed: Institutional type, followed by academic rank, were most likely to influence productivity. Five ascribed statuses were significant: age, gender, marital status, parents' education, and race/ethnicity.

TABLE 17

STEPWISE MULTIPLE REGRESSION OF INDEPENDENT VARIABLES INFLUENCING FACULTY WORKLOAD (PERCENT TIME SPENT IN RESEARCH), FALL, 1992

Independent Variables	Multiple Correlation (R)	R^2	Beta
Institutional Type	.39	.15	-.39
Highest Degree Earned	.41	.17	-.13
Age	.42	.18	-.09
Gender	.43	.19	-.09
Academic Discipline-Research	.43	.19	.05
Principal Activity	.44	.19	-.04
Employment Status	.44	.19	.03
Parents' Education	.44	.19	-.03
Race/Ethnicity	.44	.19	-.02

SOURCE: NSOPF-93.

$p < .05$: *All variables were statistically significant.*

TABLE 18

STEPWISE MULTIPLE REGRESSION OF INDEPENDENT VARIABLES INFLUENCING FACULTY PRODUCTIVITY (REFEREED ARTICLES FOR TWO YEARS), FALL1992

Independent Variables	Multiple Correlation (R)	R^2	Beta
Institutional Type	.32	.10	-.32
Academic Rank	.35	.12	-.15
Years in Current Position	.36	.13	-.09
Gender	.37	.14	-.09
Marital Status	.38	.14	.07
Highest Degree Earned	.38	.15	-.07
Race/Ethnicity	.38	.15	-.03
Parents' Education	.38	.15	-.03
Academic Discipline-Research	.38	.15	.02
Employment Status	.39	.15	.02
Academic Discipline-Teaching	.39	.15	-.03

SOURCE: NSOPF-93.

$p < .05$: *All variables were statistically significant.*

By itself, survey data cannot determine the impact of context of work, or show how structures, cultures, and processes affect the relationships between variables. But gender was a significant predictor in all multivariate analyses, thus adding weight to the descriptive data on the relationship of gender to success in academia.

CONCLUSION

All faculty members, NSOPF-93 suggests,

TABLE 19

STEPWISE MULTIPLE REGRESSION OF INDEPENDENT VARIABLES INFLUENCING FACULTY PRODUCTIVITY (REFEREED ARTICLES FOR CAREER), FALL 1992

Independent Variables	Multiple Correlation (R)	R^2	Beta
Institutional Type	.29	.08	−.29
Academic Rank	.38	.14	−.25
Age	.41	.16	.15
Gender	.41	.17	−.09
Marital Status	.42	.18	.06
Parents' Education	.42	.18	−.04
Academic Discipline-Research	.42	.18	.03
Principal Activity	.42	.18	.02
Academic Discipline-Teaching	.42	.18	−.04
Employment Status	.42	.18	−.02
Race/Ethnicity	.42	.18	−.02

SOURCE: NSOPF-93.

$p < .05$. All variables were statistically significant.

worked long hours and performed demanding tasks. Men and women gave different priorities to their work responsibilities, though many differences were marginal in terms of time and effort. With few exceptions, male faculty, across academic institutions, ranks, disciplines, age cohorts, and marital statuses, worked more hours, spent more time in research than in teaching, and published more frequently than their female colleagues. Conversely, female faculty members worked fewer hours, devoted more time to teaching than research, and published less often in refereed journals.

NSOPF-93 data do not account for these differences.[27] But the data *do* show that men, historically dominant in higher education, were more likely to work full-time and that men and women showed different distributions throughout disciplines, ranks, and institutions. Different locales made men and women subject to varying social structures and processes.

Researchers traditionally explain gender disparities in academic work by noting cumulative differences in access, socialization, professional opportunities, mentorship, and sponsorship. But capturing these phenomena requires observations of the dynamics of social processes. NSOPF-93 was not designed to probe organizational differences affecting faculty workload and productivity. The survey did not examine the intangible, subjective processes that take place within academic departments. These include disparities in such areas as the effectiveness of communication and access to informal support networks.

These processes can also include politically charged negotiations over courses and resources and the need to balance institutional, departmental, and individual preferences or priorities in productivity. Productivity may be more influenced by these external factors than by individual choices.

Our multivariate findings suggest that organizational processes probably account for most gender disparities. These influences, often examined qualitatively, may have greater effects on faculty workload and productivity than measurable determinants. We know little about the dynamics of organizational cultures and normative structures affecting academic work.[28]

How effectively are resources allocated? How well are other needs met—collegiality, for example? Identifying the determinants of productivity is difficult unless we possess knowledge of markets, investments, attendant trans-

formations, incentives, opportunities, constraints, and individual and group payoffs. Until a theory provides a context, the empirical findings about gender disparities in workload and productivity remain tentative.

NOTES

[1] These comparisons, based upon gender differentiation, are made with statistical aggregations of individual traits, according to the conventions of survey research. We do not infer that these comparisons denote actual group behavior.

[2] Source: table in Finnegan, Webster, and Gamson, 1996, 3.

[3] Men=558,532 (63 percent). See Zimbler, 1994., v.

[4] Billard, 1994.

[5] Allen, 1997.

[6] Billard, for example, found discrepancies in publishing opportunities according to gender (Billard, 1993). Men and women faculty, Konrad found, differed in their patterns of productivity. She attributed these differences to segregated roles (Konrad, 1994). For salaries, see Lee, 1997.

[7] Clark and Corcoran, 1996.

[8] Kuhn, 1963.

[9] Total percentages were calculated by adding the percentage distributions across columns for each ethnic category of female faculty.

[10] Tabulations in this chapter were rounded off to the nearest decimal.

[11] The National Center for Education Statistics recently adjusted its sampling techniques for part-time faculty in NSOPF-93. The data reported here comes from an earlier data set since I did not have access to the new data.

[12] These institutional strata have been matched with those from an earlier national study, NSOPF-88.

[13] The percent of time devoted to service activities is not shown.

[14] This raw data analysis does not utilize appropriate statistical controls for years of experience, institutional variation, or other mediating variables. Multivariate results appear later in this chapter.

[15] The distribution of time allocated for teaching duties was at parity for business faculty: Men and women spent 49 percent of their time in instructional activities.

[16] Among faculty in the 30-44 year old cohort, for example, males spent twice the proportion of their time in research as females.

[17] Elsewhere I have written about the conceptualization and measurement problems associated with this indicator. See Allen, 1997. See also Fox, 1996.

[18] But the number of males with dependents was almost three times larger than females of same status.

[19] This conclusion is consistent with earlier findings showing that males invested more time in research than female faculty. NSOPF-93 data on productivity did not take qualitative differences in publishing venues and academic specialties into account.

[20] Blalock, 1991.

[21] Weidlich and Haag, 1983.

[22] Gall, Borg, and Gall, 1996.

[23] Kaplan, 1974. Kaplan argued convincingly that the habitual use or *misuse* of statistical techniques is not a viable substitute for substantive thinking about the dimensions of a problem.

[24] For example, NSOPF-93 omitted data on many phenomena affecting productivity, including recruitment processes, social networks, the structure and dynamics of social interactions, the structure of opportunities, ideological factors, normative influences, and rates of transformation. The absence of this data limits our inferences.

[25] For the implications of ethnic and gender differences upon workload and productivity, see Allen, 1997.

[26] NSOPF-93 distinguished between the academic disciplines associated with a professor's research interests and teaching duties to measure possible anomalies.

[27] Fox, 1996.

[28] Heilman and Hornstein, 1982.

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Legal Regulation of Collective Bargaining in Colleges and Universities

by Gregory M. Saltzman

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Saltzman's earlier publications dealt with teacher unionization, public-sector labor law, and how political action committee contributions influence Congressional votes on labor issues.

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Does labor law substantially affect union-management relations in higher education and elsewhere? In the past some scholars have asserted that laws had a modest impact, but recent studies have challenged those assertions.

- A 1959 study claimed that right-to-work legislation, which prohibits the union shop and the agency shop, had minimal effects on union growth in Texas.[1] But a 1987 study found that right-to-work laws substantially hindered union organizing.[2]
- A 1976 study concluded that legal restrictions on employer campaigning during private-sector union representation elections had little effect on election outcomes.[3] But a re-analysis of the raw data found that legal restrictions on employer campaigning *did* affect representation election outcomes.[4]
- A 1979 study argued that public-sector bargaining laws "were no more important than several other factors" in explaining the growth public-sector bargaining.[5] But studies in 1985 and 1988 found that bargaining laws were the key factor leading to the spread of bargaining beyond large cities[6] and that laws themselves had a large impact independent of the climate of public opinion.[7]

Labor laws, most scholars now conclude, are not just symbols of public sentiment. They affect substantive outcomes.

Because labor laws make a difference, those affected by these laws must know their content. This chapter reviews several aspects of the laws governing collective bargaining by employees of colleges and universities:[8]

- the right to organize and bargain collectively.
- definition of the bargaining unit.
- scope of bargaining
- enforceability of collective bargaining contracts.
- union use of employer's internal mail and E-mail systems.
- duty of fair representation.
- agency shop and union shop provisions.

The applicable rules vary with the following factors:

- employer sector (public/private).
- employee group (faculty/teaching assistants/staff).
- for faculty in private nonprofit institutions, strength of the faculty governance system.
- for public employers, type of institution (two- or four-year) and state in which it is located.

This chapter does not address the distinctive legal rules governing bargaining in hospitals, though many hospital employees work in academic medical centers.

PROTECTED RIGHT TO ORGANIZE AND BARGAIN COLLECTIVELY

Before 1933, no Americans other than railroad workers had a protected right to organize unions and bargain collectively. Workers used strikes to unionize in the absence of legal protection; some craft unions won employer recognition by controlling the supply of trained labor. In 1933, the National Industrial Recovery Act (NIRA) provided legal protection of the right to organize and bargain. When the NIRA was declared unconstitutional, its collective bargaining provisions were revived by the National Labor Relations Act of 1935 (NLRA, often called the Wagner Act). The NLRA also prohibited employers from engaging in unfair labor practices that interfered with the right of employees to organize and bargain. In addition, it established the National Labor Relations Board (NLRB), an administrative agency, to enforce the ban on unfair labor practices and to conduct secret ballot union representation elections.

In the early years of the NLRA, a few employees of private, nonprofit colleges and universities won bargaining rights. The dining hall and maintenance workers at Yale University, for example, have been unionized since the 1940s.[9] But the NLRA excluded public employees from coverage. Furthermore, in 1951, after enactment of the 1947 Taft-Hartley amendments to the NLRA, the NLRB ruled that the NLRA did not protect employees of private, nonprofit colleges and universities.[10] For the next 19 years, the NLRA covered only the few college or university employees engaged in purely commercial activities not closely connected with education or employed by private, for-profit institutions.

State, not federal, legislation gradually extended legal protection of union organizing and bargaining rights to many public-sector college and university employees. A 1951 Illinois law, for example, *authorized*, but did not require, the state's University Civil Service System to negotiate with organizations representing nonacademic employees on wages and other conditions of employment.[11] In 1965, Michigan passed one of the first laws *requiring* public employers to bargain with unions having majority support. The law, said the Michigan Attorney General, applied to the University of Michigan.[12]

Within five years, Hawaii, Massachusetts, New Jersey, New York, Pennsylvania, Rhode Island, and South Dakota also enacted public-sector bargaining laws giving union rights to college and university employees.[13] The U.S. Supreme Court subsequently upheld the constitutionality of a state bargaining law establishing exclusive representation in the public sector, even when this arrangement limited the ability of faculty who were not union members to participate in academic policy discussions.[14]

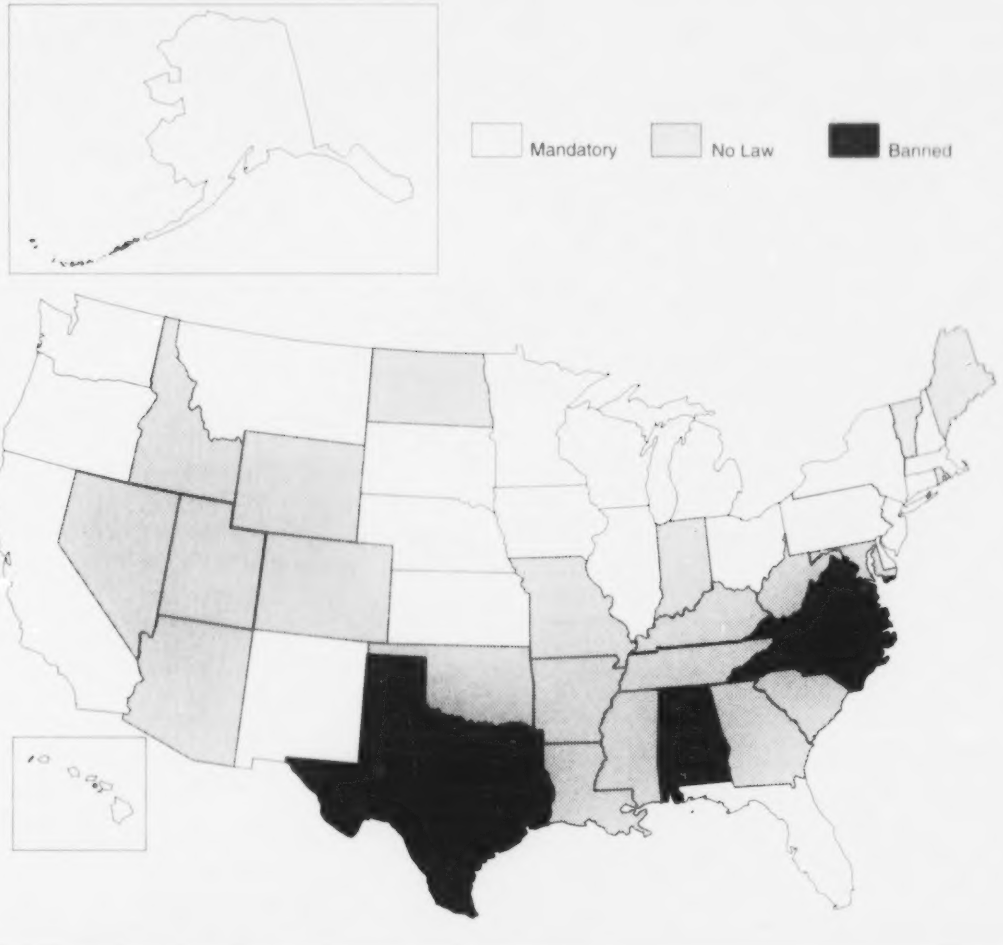
By 1997, most Northeastern, Great Lakes, and West Coast states had enacted mandatory bargaining laws (Indiana the notable exception). Nationally, approximately half the states and the District of Columbia established a duty of employers to bargain with unions representing employees of public-sector colleges or universities (Figures 1, 2, and 3).

Some states granted bargaining rights only to some types of institutions or to some categories of employees. In Wisconsin, for example, faculty members at two-year technical colleges, clerical and blue-collar staff at all institutions, and teaching assistants at the University of Wisconsin have bargaining rights; faculty and academic staff at the University of Wisconsin do not.[15]

In some regions, however, state laws do not provide bargaining rights in public colleges and universities. Seven states in the Rocky Mountains or Great Plains lack such laws. In the South and the Border states, only Florida mandates bargaining for a broad range of college and university employees, while Maryland mandates bargaining for community college employees in two counties. Ten Southern or Border states have no laws requiring public-sector colleges and universities to

FIGURE 1

BARGAINING RIGHTS: COMMUNITY COLLEGE FACULTY AND STAFF



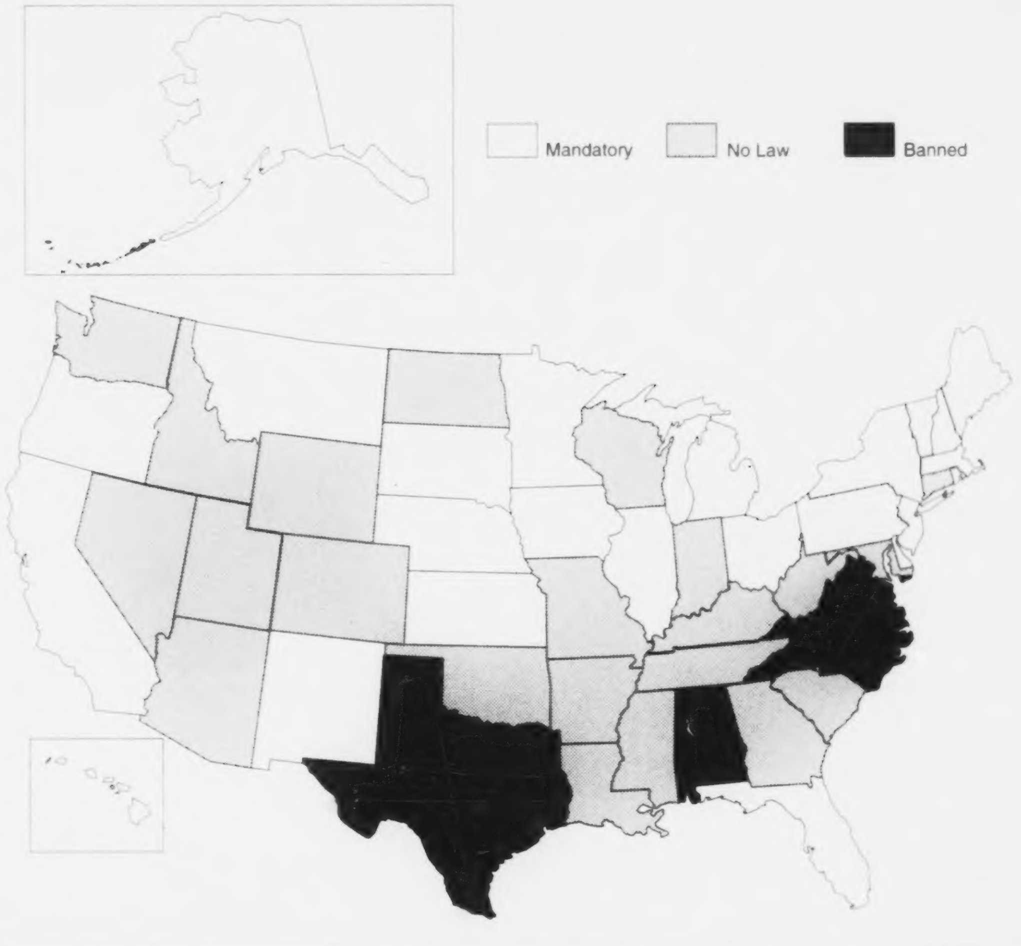
bargain collectively; Alabama, North Carolina, Texas, and Virginia have statutes or court rulings *prohibiting* such bargaining.

Even in states that prohibit public-sector bargaining, the federal Constitution protects the right of public employees to join and participate in unions. In 1969, a U.S. district court declared unconstitutional North Carolina's ban on union membership by public employees.[16] A recent case arose when the University of the District of Columbia (a public institution) banned faculty union officers from participating in the UDC University Senate. The union sued, alleging a violation of the First Amendment right of freedom of association. The court denied the university's motion to dismiss the suit, and the university settled out of court, dropping the ban.[17]

In the private sector, the law governing bargaining in colleges and universities has zigzagged. In 1970, the NLRB overturned its 1951 decision by asserting jurisdiction over private, nonprofit colleges and universities.[18] A year later, the NLRB claimed that its jurisdiction included faculty members, as well as blue-collar and clerical staff.[19] Faculty at a number of private colleges and universities, including Yeshiva University in New York City, voted to

FIGURE 2

BARGAINING RIGHTS: HIGHER EDUCATION FACULTY



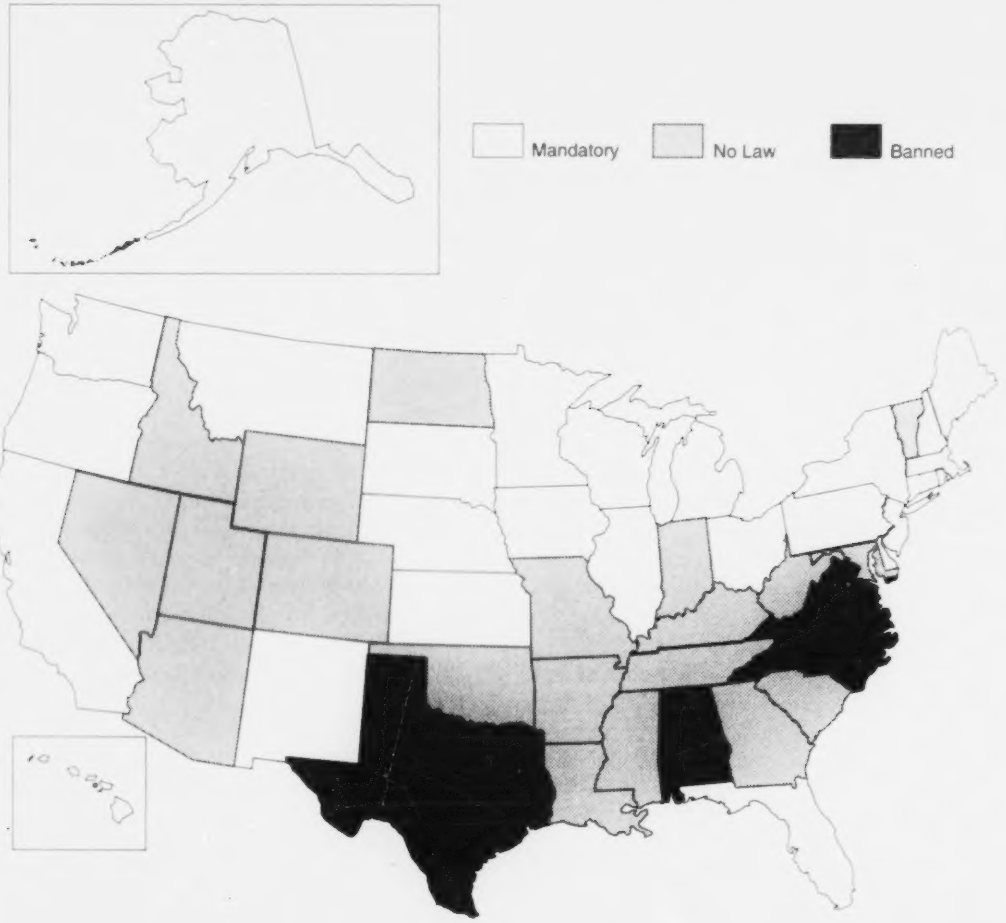
unionize during the 1970s.[20] But, in 1980, the U.S. Supreme Court ruled that the professors at Yeshiva were bosses, not workers, because they participated in decisions about academic affairs and personnel. As bosses, they were not "employees" under the NLRA and thus did not have a protected right to organize and bargain.[21] This was the first time that the Supreme Court excluded a large group of professional employees for having managerial responsibilities.[22]

Attorneys for faculty unions, such as the American Association of University Professors (AAUP), the American Federation of Teachers (AFT), and the NEA, attempted to limit the impact of the *Yeshiva* ruling by arguing that faculty in other institutions had less managerial authority. But these arguments succeeded only in unusual cases, such as Loretto Heights College[23] and the Kendall School of Design, where the administration attempted to terminate established collective bargaining relationships after the *Yeshiva* ruling,[24] and Bradford College.[25] Bradford College, noted former AAUP attorney David Rabban:

> did not have a tenure system. A report by an accrediting association, the [National

FIGURE 3

BARGAINING RIGHTS: HIGHER EDUCATION SUPPORT STAFF



Labor Relations] Board emphasized, documented the absence of faculty participation in academic decision-making and the administration's violations of the college's stated procedures. The Board also found that the administration unilaterally altered faculty grades and demoted faculty members from full-time to part-time status. If this degree of powerlessness was necessary to qualify for the protections of the NLRA, faculty collective bargaining had an extremely limited future.[26]

Even after *Yeshiva*, support staff at private colleges and universities, including clerical, technical, food service, housekeeping, and maintenance employees, retained a protected right to organize and bargain under the NLRA. And even without legal protection, faculty at private colleges and universities could still bargain collectively if their militancy and power forced their employers to the table. But faculty members at research universities, who often had considerable power, generally were not militant, and the faculty at less prestigious institutions, who might be militant, generally were not powerful. Hence, *Yeshiva* eroded faculty unionism. Of the 88 private colleges or universities that bargained with a faculty union prior to *Yeshiva*, 26 discontinued bargaining within nine years of the ruling, and faculty at only two private colleges unionized subsequent to *Yeshiva*.[27]

The administration of the University of Pittsburgh attempted to expand the managerial exclusion under *Yeshiva* to public-sector faculty. In 1987, a hearing examiner for the Pennsylvania Labor Relations Board agreed that University of Pittsburgh faculty were managers under Pennsylvania law—the first time that the reasoning in *Yeshiva* was accepted in the public sector.[28] But on appeal, the Pennsylvania Labor Relations Board ruled in 1990 that the University of Pittsburgh faculty were not excluded as managers from coverage under the state bargaining law, though faculty members serving on university governance committees engaged in managerial decision-making.[29] In other states, public-sector bargaining statutes expressly *included* faculty among the groups of covered employees. Thus, although the *Yeshiva* ruling has limited faculty unionism in private colleges and universities and is unlikely to be overturned any time soon by new legislation, the decision seems unlikely to spread to the public sector.

Faculty were not the only group whose employee status was questioned. A concurrent debate took place over whether teaching assistants (TAs) were workers or students. The NLRB set precedent for private universities when it ruled in 1972 that TAs at Adelphi University were primarily students, and, hence, should not be included in a faculty bargaining unit.[30] But in January 1997 the general counsel of the NLRB accepted that TAs were employees for purposes of the NLRA and charged Yale University with engaging in unfair labor practices in an effort to thwart a union-recognition drive by Yale TAs.[31] When the Yale hearing began in April, the administrative law judge rejected Yale's motion to dismiss the case on the grounds that TAs were not employees.[32] In August, 1997, the judge granted Yale's motion to dismiss the case on other grounds—that the TAs withholding of grades was a partial strike, and thus not protected by the NLRA.[33] Decades earlier, a U.S. Court of Appeals had ruled that employees could lawfully be discharged for partial strikes, noting that employees "could not continue to work and remain at their positions, accept the wages paid them, and at the same time select what part of their allotted tasks they cared to perform."[34] But even if withholding grades was unprotected, the TAs will have won an important victory if the NLRB Board rules on appeal that they are employees. Such a ruling could lead to the unionization of TAs at Yale and at many other private universities.[35]

Some TA organizations in the public sector won recognition without legislative protection—the Teaching Assistants' Association (TAA) at the University of Wisconsin-Madison (1969), for example.[36] The TAA and the university negotiated several contracts between 1970 and 1978, but the university withdrew recognition in 1980 after an unsuccessful strike. The bargaining relationship was re-established six years later, after the TAs secured a state law protecting their right to organize and bargain.[37]

In September 1996, an administrative law judge of the California Public Employment Relations Board (PERB) ruled that TAs at UCLA were employees for purposes of the California Higher Education Employer-Employee Relations Act of 1979 and therefore had collective bargaining rights. The University of California administration, asserting that TAs were primarily students, refused to recognize the union and appealed the decision to the PERB board. TAs at UCLA and the University of California campuses at Berkeley and San Diego responded by striking for recognition in November 1996; TAs at Berkeley went on strike again in April and May 1997.[38] Depending on the outcome of the appeal, many TAs in the University of California system could win bargaining rights.

DEFINITION OF THE BARGAINING UNIT

The definition of the bargaining unit determines who gets to vote in a union representation election. If the union wins, the definition also determines who is covered by the union contract. Early law review articles by NEA and AAUP attorneys identified the main questions in unit determination:[39]

- Are teaching faculty and nonteaching professionals, such as librarians and psychological counselors, included in the same unit?
- Are part-time and full-time faculty included in the same unit?

- Are department chairs, as supervisors, excluded from the faculty unit?
- Is there a single bargaining unit for an entire multi-campus university, or are there separate units for each campus?
- Are there separate units for faculty in law, medical, and other professional schools, where better nonacademic job opportunities may reduce community of interest with colleagues in the liberal arts?

Rulings provided contradictory answers. The Vermont state labor board, for example, combined full-time and adjunct faculty in a single unit, but the Vermont Supreme Court overturned this ruling on appeal.[40] In the private sector, the NLRB excluded department chairs from a faculty unit in the 1972 *Adelphi* case because the authority of chairs to hire part-time faculty and to allocate merit increases made them supervisors. But the NLRB included the director of admissions in the unit, though he supervised a secretary, because he spent less than half of his time in supervisory functions.[41] In 1989, the NLRB overturned this 50 percent rule, finding that department coordinators who spent only 25 percent of their time supervising nonbargaining unit employees were supervisors and should be excluded from the unit.[42]

"Wall-to-wall" units that include teaching staff and nonprofessional support staff are less common in colleges and universities than in elementary and secondary education, mainly because of differences in unit size.[43] Labor laws balance a presumption that professional and nonprofessional employees lack sufficient community of interest to be in the same bargaining unit—reflected in Section 9(b)(1) of Taft-Hartley, which gave professionals the right to veto being placed into a bargaining unit with nonprofessionals—against a concern that a proliferation of small bargaining units could result in excessive contract negotiation and administration costs.

Combining all nonsupervisory employees into a single wall-to-wall unit may substantially reduce these costs per bargaining unit member for a very small college or school district. But while some states with bargaining laws have many small unionized school districts, relatively few colleges and universities are both small and unionized.

One unit determination dispute that twice went to the Board of the NLRB involved the clerical and technical employees at Harvard University.[44] Clerical and technical workers began an organizing drive on the Harvard medical campus in Boston, about three miles from the main campus in Cambridge, in the 1970s. In 1977, the union requested an election confined to the Harvard medical campus, where it had organized actively. The Harvard administration challenged the union's proposed bargaining unit, requesting a university-wide unit instead. The NLRB sided with the union, and the 1977 and 1981 representation campaigns were confined to the medical campus.[45]

The union was defeated in the 1977 and 1981 NLRB elections. Harvard President Derek Bok was a labor law professor who had, in the past, asserted that unions benefited the public. In 1970, Bok wrote:[46]

> Unions have made what is perhaps their greatest contribution in securing fairer treatment for their members at the workplace. In particular, they have made enormous strides to eliminate error, malice, favoritism, and other human failings in the discipline, promotion, and preferment of employees ... [I]n the United States, at least, ... few knowledgeable observers would suppose that government tribunals would match the flexibility and competence already achieved through the system of private arbitration established by collective bargaining.

But Bok became personally involved in opposing the unionization of clerical and technical employees during the 1981 campaign.[47]

In 1983, the union again sought an election with the unit confined to the medical campus, and the Harvard administration renewed its objection. Harvard's tradition of highly decentralized operations tended to reduce the community of interest among employees of its different campuses. But, by 1983, anti-union Reagan appointees dominated the NLRB, and the NLRB sided with the Harvard administration.[48]

This ruling delayed the election for five years, while the union organized on the main Harvard campus. In 1988, however, there was a third NLRB election, this one covering the clerical and technical workers on all Harvard campuses. President Bok again campaigned against the union, but this time the union won.[49] Thus the university's unit strategy delayed unionization but ultimately resulted in more unionized employees.

THE SCOPE OF BARGAINING

The scope of bargaining refers to the subjects that must be negotiated. Private-sector labor law distinguishes among *mandatory* subjects (for which there is a duty to bargain), *permissive* subjects (over which the parties may bargain, if both the employer and the union agree), and *prohibited* subjects (over which the parties may not bargain, even if they so desire).[50] Compensation, hours, and employment conditions are typically mandatory subjects of bargaining.[51] Professional employees, such as college and university faculty, often wish to negotiate on policy issues not directly related to compensation, hours, and employment conditions, such as the right of the faculty to determine the curriculum.[52] These issues are typically permissive subjects.

Employers are prohibited from making unilateral changes regarding mandatory subjects without first negotiating with the union, even if no contract language currently governs that subject.[53] But, in the absence of relevant contract language, employers are not prohibited from making unilateral changes regarding permissive subjects. Finally, labor laws, such as right-to-work laws, exclude some subjects from negotiations; so do laws outside the field of labor relations. The Fourteenth Amendment to the U.S. Constitution, for example, was interpreted as rendering unenforceable a public-sector contract provision mandating leave in the seventh month of pregnancy.[54]

The scope of bargaining in higher education varies by jurisdiction. The Minnesota Supreme Court, for example, ruled that criteria for tenure, promotion, and faculty evaluation were non-negotiable matters of inherent managerial policy.[55] In contrast, the Vermont Supreme Court ruled that tenure and promotion were mandatory subjects of bargaining, and the Kansas Supreme Court ruled that the length of time a faculty member must serve before being considered for tenure and the criteria and procedures for promotion review—but not whether a particular individual deserved promotion—were mandatory subjects.[56] Courts have also ruled differently on whether the academic calendar is negotiable. The Minnesota Supreme Court ruled that the starting date for each academic term and whether to base the academic calendar on a quarter or a semester system were prohibited subjects, but a New Jersey court ruled that calendar was a permissive subject.[57]

Wages are the quintessential mandatory subject of bargaining, but some disputes over whether particular wage issues were mandatory subjects have been litigated. In 1992, the University of Maine unilaterally discontinued the annual step increase in wages required by a recently expired collective bargaining agreement. The university's duty to maintain the status quo following the expiration of the contract, the union argued, included a duty to provide annual step increases included in the old contract. The state Labor Relations Board agreed with the union, but the Maine Supreme Judicial Court did not. The duty to maintain the status quo, the court ruled, entailed only the duty to maintain wages at their level at the time the agreement expired, and not a duty to continue raising wages at the rate specified in the old agreement.[58]

Another wage dispute arose in Iowa. A two-year contract signed in 1989 by the University of Northern Iowa (UNI) and its faculty union provided an average of $775 per faculty member—approximately $450,000 overall—in merit increases, adjustments for market conditions, and promotions, effective in 1990-91. The contract gave UNI discretion over the distribution of these funds. In 1990, the annual appropriations bill passed by the Iowa legislature required UNI to use $275,000 of its funds for teaching excellence awards. An administrative law judge found that UNI breached its duty to bargain when UNI refused a union request that it negotiate the distribution of this $275,000. But the Iowa Public Employment Relations Board and the Iowa Supreme Court ruled that UNI had no duty to bargain since the $275,000 was part of the $450,000 in salary adjustments included in the 1989-91 contract.[59]

Must a college or university bargain with a union over employment policies adopted to comply with a legislative or regulatory mandate? In 1989, the University of Hawaii adopted an antidrug policy statement to comply with the federal Drug-Free Workplace Act. The university had a duty to bargain over this statement, asserted the University of Hawaii Professional Assembly, the faculty union. The Hawaii Supreme Court ruled that the university's compliance with federal statutes was not negotiable, but the duty to bargain applied to the extent that statutes gave the university discretion over their implementation. Mandatory subjects of bargaining included the nature and funding of required drug treatment programs, the places of treatment, and the disciplinary actions imposed for drug policy violations.[60]

Restrictions on the scope of bargaining in public colleges and universities sometimes appeared in nonbargaining legislation. Here are some examples:

- In 1997, the Michigan House and Senate passed community college funding bills prohibiting community colleges from approving collective bargaining agreements that included health care coverage for abortion services, except to prevent the death of the woman upon whom the abortion is performed.[61] A similar provision in Michigan's 1996-97 higher education funding bill was deleted from the 1997-98 bill.[62]

- In 1993, the Ohio legislature amended the state's education code to require the trustees of each state university to adopt a faculty workload policy that increased the amount of time faculty spent teaching undergraduates.[63] The legislature also adopted a temporary provision specifying that, pursuant to this amendment, undergraduate teaching activity at public universities should increase by at least 10 percent statewide no later than the fall term of 1994.[64] The amendment prohibited bargaining of faculty workload policies, notwithstanding Ohio's public-sector bargaining law, and made these policies prevail over any conflicting provisions of any collective bargaining agreement.[65]

- In Florida, the 1993 state appropriations act provided $5,000,000 to be used to create a Teaching Incentive Program (TIP) giving $5,000 increases in base pay to faculty productive in teaching.[66] Wages were a mandatory subject of bargaining under Florida's public-sector bargaining law, but the 1993 appropriations act excluded pay increases given as part of TIP from coverage. The United Faculty of Florida, the faculty union, sued to require the Board of Regents to bargain collectively over TIP. Using an appropriations act to change state policy about the scope of bargaining, argued UFF, was unconstitutional.[67] In 1994, once TIP was already established, the legislature appropriated TIP funds without the language excluding TIP from bargaining. The faculty union, winning contract language governing the criteria for distribution of TIP awards, dropped its lawsuit.[68]

Considerable controversy often accompanies hiring outside contractors to provide services previously offered by employees of the college or university—often known as "privatization" in the public sector.[69] In the private sector, the contracting out of work performed by unionized employees is a mandatory subject of bargaining if employees of the contractor perform the work in the same site under similar employment conditions.[70] Moreover, contract language excluding from arbitration "matters which are strictly a function of management" is not sufficiently specific to exclude disputes about contracting out from court-enforceable, binding arbitration.[71]

Public sector unions, in contrast, may not always have the right to bargain over privatization. An Illinois court ruled in 1987 that subcontracting bargaining unit work was a mandatory subject of bargaining under that state's Educational Labor Relations Act.[72] But a 1995 amendment to this act provided that, for the Chicago public schools, subcontracting was a management right outside the scope of bargaining, even if the practice led to layoffs of bargaining unit members.[73] The legislature has not yet excluded subcontracting from the scope of bargaining for other educational employees in Illinois.

ENFORCEABILITY OF COLLECTIVE BARGAINING AGREEMENTS

What happens if a collective bargaining agreement is violated? For employees covered by the NLRA, collective bargaining agreements are enforceable in federal district court. Normally, however, disputes about contract violations are resolved through the grievance and arbitration procedure established in the contract. Federal courts will issue injunctions to force arbitration if a private employer refuses to comply with a contractual arbitration procedure.[74] Furthermore, based on the Supreme Court's Steelworkers Trilogy rulings, federal courts only rarely will hold that a grievance is not arbitrable or reverse an arbitrator's decision.[75]

For employees covered by state public-sector bargaining laws, enforcement procedures generally are similar to those in the private sector; disputes about contract violations go to arbitration and, if necessary, to state court. Two cases stemming from the fiscal effects of the 1990-91 economic recession indicate the limits on the authority of even the state legislature to abrogate a collective bargaining contract:

- In Florida, the state legislature agreed to a contract giving state employees a 3 percent raise effective January 1, 1992. But state officials subsequently projected a shortfall in public revenues, and the legislature unilaterally eliminated the raises just before they took effect. The Supreme Court of Florida ruled that, before moving unilaterally, the legislature must demonstrate that no other reasonable source could provide the funds to close the budget deficit. The Supreme Court ordered the state government to provide the contractually agreed-upon raises because the legislature had not made this demonstration.[76]
- In 1991, the Massachusetts legislature addressed a fiscal crisis by imposing mandatory furloughs on state employees. Asserting that the furlough statute violated current collective bargaining agreements, the unions won a court order submitting the dispute to arbitration. The arbitrator's ruling favored the unions. But the state, arguing that the furlough statute took precedence over the contracts, asked the Massachusetts Supreme Judicial Court to vacate the arbitration awards. The court held that the state had to honor the contracts, despite the fiscal crisis and the furlough statute.[77]

Public-sector collective bargaining agreements, once ratified, were thus generally binding even on state legislatures.

But public-sector unions sometimes have difficulty enforcing their contracts in court, particularly if they negotiated contracts in the absence of express statutory authorization. Before enactment of the Illinois Educational Labor Relations Act in 1983, for example, two disputes concerning arbitration arose among The City Colleges of Chicago, a system of seven community colleges.[78]

- In the first case, the administration did not renew the contracts of eight nontenured faculty members after their one-year appointments expired. The administration had not first obtained the prior, advisory faculty evaluation and recommendation required by the collective bargaining agreement. The union requested arbitration. But before the case went to an arbitrator, the parties argued in court about the arbitrator's authority. The Illinois Supreme Court ruled that the arbitrator lacked the authority to order, as a remedy, renewal of a faculty member's contract, and that the arbitrator could not require compliance with the evaluation procedures specified in the contract.
- In the second case, the union grieved the administration's decision to deny promotion to several faculty members. The Illinois Supreme Court upheld an injunction obtained by the administration barring arbitration of these grievances.

In both cases, the Illinois Supreme Court considered certain management powers—the authority to decide employment or promotion, for example—nondelegable, and hence, not subject to arbitration. The court would not enforce contract language infringing on its view of managerial rights, even if management had agreed to a required faculty evaluation prior to nonrenewal decisions. In the private sector, in contrast, courts leave it to employers to defend management rights by negotiating appropriate contract language.

UNION USE OF EMPLOYER'S INTERNAL MAIL AND E-MAIL SYSTEMS

Unions often seek low-cost ways of communicating with employees whom they represent or seek to represent. Established unions, for example, often secure contract language giving them the right to post union notices on bulletin boards on the employer's premises, and some unions have won contract language giving them the right to use the employer's internal mail system.[79] But unions attempting to organize a workplace by definition have no such contractual rights. Further, in the 1992 *Lechmere* ruling, the U.S. Supreme Court upheld the legality of an employer policy banning nonemployee organizers from coming onto employer premises to solicit employees. The Court allowed exceptions only in rare cases where the employees were beyond the reach of reasonable union efforts to communicate—when the employees resided on the employer's property, for instance.[80] The *Lechmere* ruling forced unions to use other, more costly, ways of communicating with employees whom they are trying to organize, though the open nature of most college and university campuses makes bans on outside organizers difficult to enforce.

In 1988, the U.S. Supreme Court ruled that a union could not use the University of California internal mail system for organizing purposes unless the union paid postage.[81] The California Court of Appeals had ruled that the state Higher Education Employer-Employee Relations Act required the university to carry the union's letters, but the U.S. Supreme Court reversed the ruling, citing the Private Express Statutes that created the monopoly of the U.S. Postal Service. These statutes, the Supreme Court ruled, prohibited the university from carrying in its internal mail system any unstamped letters unrelated to the university's business. The Court ruled that union organizing materials were not university business.

This Supreme Court ruling had no effect on union use of an employer's electronic mail (E-mail) system, since the Private Express Statutes did not mention E-mail. The NLRB, in a recent ruling, protected the right of employees to use their employer's E-mail system to engage in concerted activities.[82] A nonunion employee sent an E-mail message to all fellow employees criticizing the employer's new vacation policy. The employer discharged the employee for this action. But the NLRB declared the discharge unlawful, stating that the employer permitted employees to post E-mail messages "to each other, to make personal telephone calls, and otherwise to spend some working time in nonwork pursuits."[83]

The NLRB, this ruling suggests, may apply a test similar to the Supreme Court's ruling in *Babcock & Wilcox* that an employer could not discriminate against a union by selectively enforcing a no-solicitation rule.[84] The employer may not be able to prohibit employees from using its E-mail system to engage in concerted activities protected by the NLRA unless the employer bans *all* nonbusiness use of the E-mail system.

Unions used E-mail in recent campaigns, including NEA's successful campaign to organize the Southern Illinois University faculty in 1996.[85] Speed, low cost, and widespread access make E-mail a convenient means for unions to communicate with college and university employees whom they represent or seek to represent. But E-mail is subject to employer monitoring. No federal legislation and little state legislation protects the privacy of employee E-mail messages.[86]

Particularly in an organizing situation, where union supporters may fear reprisals if the employer discovers their involvement in union activity, lack of privacy may limit the usefulness of E-mail. But unions with representation rights can negotiate contract language protecting the privacy of employee E-mail and voice mail messages.

THE DUTY OF FAIR REPRESENTATION

France and Italy have traditions of multiple unionism: Rival unions—typically, one Communist, one socialist, and one Catholic—negotiate on behalf of the same group of employees. But the U.S. generally adopted a system of exclusive representation—a union winning majority support in a secret ballot representation election has the sole right to negotiate on behalf of employees in that bargaining unit.[87]

In 1944, the U.S. Supreme Court ruled that exclusive representation rights established by statute implied a duty of fair representation.[88] A union whose constitution excluded Blacks from membership won exclusive representation rights for a bargaining unit that included a substantial number of Black workers. In 1940, the union proposed new contract language that would ultimately have excluded Blacks from employment on the 21 railroads covered by the contract. The union did not inform the Black workers about the proposal or give them a chance to be heard.

The Supreme Court ruled that a union could negotiate contracts favoring some members of the bargaining unit over others, if the favoritism were based on seniority, the type of work performed, or individual skill. But the union could not discriminate on the basis of race in contract negotiations, and the employer was not bound by, nor entitled to benefit from, a contract that violated the union's duty of fair representation.

In 1964, the U.S. Supreme Court ruled that the duty of fair representation applied to enforcement of an existing collective bargaining agreement as well as contract negotiation.[89] But three years later, in *Vaca v. Sipes*, the U.S. Supreme Court declared, "Though we accept the proposition that a union may not arbitrarily ignore a meritorious grievance or process it in perfunctory fashion, we do not agree that the individual has an absolute right to have his grievance taken to arbitration."[90]

"A breach of the statutory duty of fair representation," the Court ruled, "occurs only when a union's conduct toward a member of the collective bargaining unit is arbitrary, discriminatory, or in bad faith."[91]

The Court also ruled that an individual suing an employer for breach of the collective bargaining contract must first establish that the union breached its duty of fair representation in failing to bring the case to arbitration or argue the arbitration case effectively.

Duty of fair representation cases involving college or university employees have been litigated under the NLRA and state public-sector bargaining laws. In one NLRA case, a research assistant named Katir was fired for falsifying time sheets.[92] The union took the case to arbitration, but the arbitrator upheld the discharge.

> When the Union did not challenge the arbitrator's award on Katir's behalf, Katir . . . [sued to overturn] the arbitration award on the grounds of partiality, corruption, fraud and misconduct on the part of the arbitrator. Notably, Katir did not allege that the Union breached its duty of fair representation.[93]

The U.S. Court of Appeals ruled that:

> If there is no claim that the union breached its duty of fair representation, an individual employee represented by a union generally does not have standing to challenge an arbitration proceeding to which the union and the employer were the only parties.[94]

The Court of Appeals refused to consider Katir's argument that the union breached its duty of fair representation because she had not first raised the point before the district court.

In *Hughes v. University of Maine*,[95] the Supreme Judicial Court of Maine ruled that employees could not sue their employer over disputes that the union refused to take to arbitration if the union had not breached its duty of fair representation. The university had provided a tenured faculty member with a $10,000 advance to cover expenses for trips to the Soviet Union and Australia. The university disallowed some claimed expenses, but the faculty member refused to return the disallowed portion of his advance. The university then suspended him without pay for 6.5 days, recovering the approximate amount that it claimed he owed.

The union grieved the suspension but decided not to pursue the case to arbitration. The faculty member then brought a small claims action against the university in court. The Maine Supreme Judicial Court ruled that the court should have dismissed his small claims action since, one, he had not exhausted his contractual remedies and, two, the union had not breached its duty of fair representation when it decided not to pursue his grievance to arbitration.

In *Anderson v. California Faculty Association*,[96] faculty members sued the university *and* the union, alleging a breach of contract by the employer for violating the collective bargaining agreement and a breach of the duty of fair representation by the union. The case arose when Humboldt State University laid off three tenured professors who had taught there for 10 to 22 years, and the union refused the request of the professors to file grievances against the university on their behalf. The California Court of Appeals ruled that the California Higher Education Employer-Employee Relations Act gave the state PERB exclusive jurisdiction over claims that a union had breached its duty of fair representation. The Court stayed the suit until PERB ruled on the duty of fair representation issue.

The duty of fair representation was first established in a contract negotiation case, but most duty of fair representation litigation has involved contract administration. In negotiating a new contract, reasonable people can easily disagree about the priority to be placed on different union demands. But in contract administration the existing contract language provides an objective standard against which the union's grievance handling decisions can be measured. The existence of this standard may limit the degree of discretion that courts and labor boards are willing to allow to unions.

AGENCY SHOP AND UNION SHOP PROVISIONS

The duty of fair representation requires a union to represent all bargaining unit members, regardless of whether they pay union dues. One consequence is that even pro-union bargaining unit members may be tempted to be "free riders," receiving all benefits of union representation without paying any of the union's operating costs. Unions have sought the agency shop or the union shop to address the free rider problem.

Agency shop provisions require all members of a bargaining unit to pay a service fee to the union for its representation services. Called "fair share agreements" by supporters and "forced unionism" by critics, these provisions require each bargaining unit member to pay a proportionate share of the union's cost of negotiating and administering the contract.

Closely related to the agency shop is the union shop, which requires all members of a bargaining unit to join the union, and pay union dues, soon after hiring. There may be little legal difference between the union and agency shops, since the NLRB and the courts seem unwilling to enforce any requirements of the union shop other than tendering initiation fees and dues.[97] Union shop provisions may not be used, for example, to prevent bargaining unit members from working during a strike, so long as the strike breakers tender union dues.[98] In practice, the term *union shop* is mainly confined to the private sector; public employers call it *agency shop* or *fair share agreement*.

"Union bosses," warned early critics, would impose union shops on bargaining unit members against their will. The Taft-Hartley Act of 1947 therefore required secret ballot elections by the bargaining unit members before a union could even *ask* an employer for a union shop. But four years later, Senator Robert Taft sponsored an amendment to the act bearing his name eliminating the union-shop election requirement, probably because these elections demonstrated that bargaining unit members overwhelmingly backed the demands of union leaders for a union shop.[99]

Even if a large majority of bargaining unit members supported a union shop or agency shop, employers did not have to agree. But if the employer agreed, individual bargaining unit members sometimes objected to paying union dues or union service fees. In the private sector and in most public-sector jurisdictions, the enforcement mechanism for the union shop or agency shop compounded concern about the rights of dissenters.

Before 1947, some union shop employers automatically deducted union dues from the pay of all bargaining unit members, regardless of whether an employee signed a dues checkoff authorization. But section 302(c)(4) of the Taft-Hartley Act prohibited private-sector employers from withholding union dues unless the employee authorized dues checkoff in writing. Instead, Taft-Hartley and many public-sector laws required employers to enforce union or agency shop clauses by dismissing bargaining unit members who failed to pay union dues or service fees.

The Wisconsin public-sector bargaining laws, in contrast, adopted the pre-1947, automatic payroll deduction enforcement mechanism.[100] Wisconsin thus avoided the need to dismiss an otherwise satisfactory employee for nonpayment of union dues or service fees. Widespread adoption of this provision would probably make the union shop and the agency shop less controversial.

Does use of union funds for political activities infringe on the constitutional rights of dissenting bargaining unit members required to pay union dues or service fees by a union or agency shop provision? Several court cases addressed this issue:

- *Machinists v. Street*. In 1961, the U.S. Supreme Court held that a private sector union shop was not unconstitutional merely because a union used part of the dues for political activities.[101] But the union, the court majority ruled, had to refund the portion of a member's dues used for political activities if a member filed a complaint. Conversely, the union had no obligation to refund dues used for political activities if the individual member had not objected.

Justice Felix Frankfurter, a leading labor law expert before his appointment to the Court, argued in his dissent that expenditures on political activities could constitutionally be charged to all union members. "If higher wages and shorter hours are prime ends of a union in bargaining collectively," Frankfurter wrote, "these goals may often be more effectively achieved by lobbying and the support of sympathetic candidates."[102]

- *Abood v. Detroit Board of Education.* In 1977, the U.S. Supreme Court ruled that the agency shop in the public sector was constitutional, provided that the union used agency shop fees only to defray the costs of collective bargaining, contract administration, and grievance adjustment. Unions, the Court held again, had to refund the portion of dues spent on political activities only to bargaining unit members who filed complaints.[103]

- *Robinson v. New Jersey* and *Champion v. California.* Public-sector unions, ruled two U.S. Courts of Appeals in 1984, could constitutionally use agency shop fees of dissenters for lobbying and other political activities if these activities pertained to the union's duties as bargaining representative.[104]

- *Chicago Teachers Union, Local 1 v. Hudson.* In 1986, the U.S. Supreme Court required unions to provide a procedure, such as arbitration by an impartial decision maker, to resolve disputes over the amount of agency shop fees used for political or ideological purposes unrelated to collective bargaining. The arbitrator would determine the amount of the rebate or the advance reduction of dues to bargaining unit members who objected to the union's political expenditures.[105]

- *EEOC v. University of Detroit.* A professor at the University of Detroit objected on religious grounds to the pro-choice positions on abortion of the Michigan Education Association (MEA) and of NEA.[106] The professor "became aware of the MEA's position when it mounted a petition drive to remove a Michigan state probate judge who compelled an 11-year-old ward of the court to carry her pregnancy, the result of a rape, to term."[107] The professor informed the union that he would pay only the portion of his agency shop service fee allocated solely to the union's local responsibilities—the local took no position on abortion—and that he would donate to charity the portion of the agency shop fee that would normally be sent to MEA and NEA.

  The union asked the university to terminate the professor for refusing to pay the contractually required agency shop service fee, but the university, a Catholic institution, insisted that the union first attempt to accommodate the professor's religious beliefs. The union then offered to reduce his agency shop service fee by an amount proportional to the percentage of the union budget spent on political activities to which he objected. The professor rejected the offer, asserting that a portion of this reduced service fee would still be used for purposes to which he objected. The university terminated the professor, who then filed a religious discrimination complaint against the university and the union.

  The U.S. district court held that the union's rebate offer was a reasonable accommodation of the professor's religious beliefs. But the U.S. Court of Appeals remanded the case, directing the district court to determine whether the union and the university could provide more extensive accommodation without enduring undue hardship. The Appeals Court suggested that "one reasonable accommodation may be for Roesser [the professor] to pay all of the agency fee, including the amount normally forwarded to the MEA and NEA, to the local union to be used solely for local collective bargaining purposes."[108] The case was settled out of court in 1991 on the terms the Appeals Court suggested, and the university rehired the professor.[109]

- *Lehnert v. Ferris Faculty Association.* In 1991, a divided U.S. Supreme Court ruled on which expenditures public-sector unions may constitutionally charge to dissenting bargaining unit members.[110] The Court accepted the argument of NEA General Counsel Robert Chanin that a local union could charge dissenting agency shop fee payers (1) for otherwise chargeable activities of its state and national affiliates, even if those activities did not relate directly to the objecting employees' bargaining unit; (2) for lobbying to secure ratification of, or fiscal appropriations for, their collective bargaining agreement; and (3) for preparations for a strike, though state law made a strike illegal.

But the Court ruled that, if the union actually engaged in an illegal strike—as opposed to threatening a strike to put pressure on the employer during negotiations—then it could not compel dissenters to pay for strike expenses.

Eight Justices—Thurgood Marshall was the exception—voted to restrict the ability of unions to charge dissenters for lobbying or electoral activities. Justice Blackmun, joined by Justices Rehnquist, Stevens, and White, argued that unions could constitutionally charge dissenters for only those political expenditures directly related to the ratification or funding of the collective bargaining agreement. Justice Scalia, joined by Justices Kennedy, O'Connor, and Souter, argued that unions could charge for only those expenses required by the union's duty of fair representation.

Scalia's standard presumably would allow lobbying to secure contract ratification and funding, and perhaps other lobbying. But neither the Blackmun standard nor the Scalia standard permitted the local union at Ferris State University to charge dissenting bargaining unit members for an MEA program to gain greater funding for public education in Michigan, since the program was not focused specifically on funding to implement the collective bargaining contract at Ferris State.

The Court also restricted the ability of unions to charge dissenters for litigation expenses, but that restriction might have been more severe if Blackmun's opinion commanded an outright majority rather than only four votes. Unions, Blackmun argued, could charge only for litigation expenses that concerned the bargaining unit of the dissenters. Scalia, unlike Blackmun, did not distinguish between litigation and collective bargaining services with respect to expenditures outside the bargaining unit, and Kennedy's opinion concurring with Scalia explicitly rejected Blackmun's distinction between litigation and collective bargaining expenses.

Outside-the-bargaining unit expenses for litigation, according to one interpretation of *Lehnert*,[111] were included in Scalia's assertion that it is constitutional to charge for having the services of NEA, the national affiliate, available on call, even if, in any given year, the bargaining unit to which the dissenters belonged did not use NEA's services. But Scalia's duty of fair representation restriction would still apply to chargeable litigation expenses.

The Court majority—Marshall, Blackmun, Rehnquist, Stevens, and White—said it was constitutional to charge for litigation expenses directly related to the bargaining unit of the dissenters, regardless of whether these expenses were incurred as part of the union's duty of fair representation. At least two Justices—Marshall and Kennedy—and probably an additional three—Scalia, O'Connor, and Souter—agreed it was constitutional to charge for litigation expenses not directly related to the dissenters' bargaining unit but still incurred as part of the union's duty of fair representation.

Thus, unions cannot constitutionally charge the cost of litigation unrelated to the duty of fair representation—litigation based on statutory or constitutional rights, rather than the collective bargaining contract, for example—to dissenters who are not part of the bargaining unit directly affected by the litigation.

- *Weaver v. University of Cincinnati.* In 1992, a U.S. Court of Appeals confirmed the previously established policy that dissenting employees bear the burden of objecting to a union's political and ideological expenditures.[112] "The plaintiffs [the National Right to Work Legal Defense Foundation]," the court noted,

> argue that nonunion employees' silence cannot be construed as a waiver of their right to dissent from paying for the union's ideological expenditures with their agency shop fees. Hence, employees should be required to pay only those union costs related to collective bargaining unless they affirmatively consent to pay for the union's political and ideological expenditures.[113]

The Appeals Court rejected the National Right-to-Work Foundation's argument.

In Great Britain, Justice Frankfurter noted in his dissent in the *Machinists v. Street* case 31 years earlier,

> The fear instilled by the general strike in 1926 caused the Conservative Parliament to amend the 'contracting out' procedure by a 'contracting in' scheme, the net effect of which was to require that each individual give notice of his consent to contribute before his dues could be used for political purposes.[114]

When the Labour Party won control of the government in 1945, Frankfurter added, Britain returned to a system whereby unions could use the dues of members for political purposes unless they took the initiative to object, and the Conservative Party retained this legislation after the Labour Party lost power. The U.S., like Britain, is subject to shifting political tides, and an anti-union reaction could lead to restrictions on the ability of unions to raise funds for lobbying and political action. But, as Frankfurter noted, even a self-described conservative party has accepted, for almost a half century, a requirement that those who object to union political expenditures must affirmatively state their objections to get a rebate or dues reduction.

CONCLUSION

Some distinctive elements of labor law apply to colleges and universities, mainly because of the role of the faculty in governance. Most notably, many faculty members in private institutions are excluded from NLRA coverage, based on the *Yeshiva* doctrine that faculty who participate in decisions about academic affairs and personnel are managers rather than "employees." The traditional role of faculty in institutional governance is sometimes reflected in a broad scope of bargaining in public-sector institutions where faculty have a protected right to organize and bargain under state laws.

Nevertheless, support staff in private colleges and universities, and faculty and support staff in public colleges and universities, are largely covered by the same statutes and court rulings that regulate collective bargaining by employees in other sectors, and are affected by the broader social forces that shape labor law for all employees in the United States.

NOTES

Thanks to Rachel Hendrickson of the NEA and to Deborah Malamud and Theodore St. Antoine of the University of Michigan Law School for helpful comments on this chapter.

[1] Meyers, 1959.

[2] Ellwood and Fine, 1987.

[3] Getman, Goldberg, and Herman, 1976.

[4] Dickens, 1983.

[5] Burton, 1979, 36-37.

[6] Saltzman, 1985

[7] Saltzman, 1988.

[8] See Kaplin and Lee, 1995, 169-197 for a reference guide to laws concerning collective bargaining in colleges and universities.

[9] Chu and McCormick, 1988, 2.

[10] *Trustees of Columbia University,* 97 N.L.R.B. 424 (1951).

[11] Wagner, 1967, D21.

[12] *Government Employee Relations Report* [hereafter, *GERR*], No. 117 (December 6, 1965), B-2 to B-3.

[13] Wollett, 1971, 6.

[14] *Minnesota State Board for Community Colleges v. Knight*, 465 U.S. 271 (1984).

[15] In 1988, Wisconsin's governor vetoed a bill that would have given bargaining rights to University of Wisconsin academic staff, including researchers, counselors, student services personnel, and librarians. *GERR* 26 (No. 1262), (May 2, 1988), 675.

[16] *Atkins v. City of Charlotte*, 296 F. Supp. 1068 (W.D.N.C. 1969).

[17] GERR 35 (No. 1712), (April 28, 1997), 564-565.

[18] *Cornell University,* 183 N.L.R.B. 329 (1970).

[19] *C. W. Post Center of Long Island University,* 189 N.L.R.B. 904 (1971).

[20] The union representation election at Yeshiva had to be conducted *twice* because muggers stopped the NLRB election agent on a New York City street and, thinking that the locked box containing representation election ballots must have contained something valuable, stole the ballot box. "Faculty Members at Yeshiva University Voting on Independent Association," *White Collar Report*, No. 1024, November 26, 1976 (Washington, D.C.: Bureau of National Affairs), A-9.

[21] *NLRB v. Yeshiva University,* 444 U.S. 672 (1980).

[22] Rabban, 1989, 1778.

[23] *Loretto Heights College vs. NLRB,* 742 F.2d 1245 (10th Cir. 1984).

[24] *David Wolcott Kendall Memorial School v. NLRB*, 866 F.2d 157 (6th Cir. 1989).

[25] *Bradford College*, 261 N.L.R.B. 565 (1982).

[26] Rabban, 1989, 1826.

[27] Douglas, 1990, 3.

[28] Ibid., 20.

[29] *National Public Employment Reporter*, 13 (1991), case PA-21203.

[30] *Adelphi University*, 195 N.L.R.B. 639 (1972).

[31] Available online at http://www.nagps.org/nagps/GESO/yale-GESO-NLRB-charges.html.

[32] Lafer, 1997.

[33] Strosnider and Wilson, 1997; *Yale University and Graduate Employees and Students Organization (GESO)*, 1997 NLRB Lexis 619.

[34] NLRB *v. Montgomery Ward*, 157 F.2d 486 (8th Cir. 1946) at 496.

[35] "Joe Hill Takes on Joe College: Feeling Squeezed, Professors and Grad Students Turn to Unions," *Business Week* (December 23, 1996), 60-62.

[36] Feinsinger, N.P., and Roe, E.J., 1971.

[37] *GERR* 23 (No. 1149), (February 3, 1986), 140-141.

[38] *GERR* 34 (No. 1691), (November 25, 1996), 1630-1631; *GERR* 35 (No. 1709), (April 7, 1997), 461; and *GERR* 35 (No. 1713), (May 5, 1997), 586-587.

[39] Wollett, 1971, and Finkin, 1974.

[40] *Vermont State Colleges Faculty Federation v. Vermont State Colleges*, 566 A.2d 955 (Vt. 1989).

[41] *Adelphi University*, 195 N.L.R.B. 639 (1972).

[42] *Detroit College of Business and Detroit College of Business Faculty Association*, 296 N.L.R.B. 318 (1989).

[43] For an exception, see *Sandburg Faculty Association, IEA-NEA v. Illinois Educational Labor Relations Board*, 144 LRRM 2543 (Illinois Appellate Court, 1993), in which the court supported the union's petition for an election to enlarge an existing collective bargaining unit of 50 community college faculty members and counselors by adding 45 clerical, maintenance, housekeeping, and other nonfaculty employees.

[44] See Palmer, Heckscher, and Friedman, 1990, for background information.

[45] *The President and Fellows of Harvard College*, 95 LRRM 1390 NLRB (1977).

[46] Bok and Dunlop, 1970, 465.

[47] Palmer, Heckscher, and Friedman, 1990, 4.

[48] *The President and Fellows of Harvard College*, 115 LRRM 1290 NLRB (1983).

[49] Palmer, Heckscher, and Friedman, 1990, 10-11.

[50] *NLRB v. Wooster Division of Borg-Warner Corp.*, 356 U.S. 342 (1958).

[51] But many public-sector statutes provide that pensions provided as part of the public employee retirement system are outside the scope of bargaining. See, for example, Hawaii Revised Statutes Section 89-9(d).

[52] Rabban, 1990, 693.

[53] This prohibition was established for the private sector in *NLRB v. Katz*, 369 U.S. 736 (1962).

[54] *Driessen v. Freborg*, 431 F. Supp. 1191 (D.N.D. 1977).

[55] *University Education Association and Minnesota Education Association v. The Regents of the University of Minnesota*, 353 N.W. 2d 534 (Minn. 1984).

[56] *Hackel v. Vermont State Colleges*, 438 A.2d 1119 (Vt. 1981); *Kansas Board of Regents v. Pittsburg State University Chapter of Kansas-National Education Association*, 667 P.2d 306 (Kan. 1983).

[57] *University Education Association and Minnesota Education Association v. The Regents of the University of Minnesota*, 353 N.W. 2d 534 (Minn. 1984); *Burlington County Faculty Association v. Burlington County College*, 311 A.2d 733 (N.J. 1973).

[58] *Board of Trustees of the University of Maine System v. Associated COLT Staff of the University of Maine System*, 659 A.2d 842 (Me. 1995).

[59] *UNI-United Faculty v. Iowa Public Employment Relations Board*, 153 LRRM 2089 (Iowa 1996).

[60] *University of Hawaii Professional Assembly v. Tomasu*, 900 P.2d 161 (Hawaii 1995).

[61] Michigan House of Representatives, Substitute for House Bill 4305 (as passed by the House, May 13, 1997), Section 220; and Michigan Senate, Senate Substitute for House Bill 4305 (as passed by the Senate, June 5, 1997), Section 220.

[62] Michigan Public Act 295 of 1996, Section 208; E. Jeffries, "FY 1997-98 Higher Education Budget: SFA Bill Analysis," (Michigan Senate Fiscal Agency, June 5, 1997).

[63] Ohio Revised Code, Section 3345.45 (enacted by Amended Substitute House Bill 152, effective 7-1-93).

[64] Ohio Amended Substitute House Bill 152, effective 7-1-93, Section 84.14.

[65] The temporary provision specified that existing collective bargaining agreements would continue in effect until their expiration dates.

[66] Laws of Florida, Ch. 93-184 (S.B. 1800), 1343.

[67] *GERR* 31 (No. 1529), (August 30, 1993), 1141-1142.

[68] Telephone interview with Kristine Dougherty, former President, United Faculty of Florida, June 26, 1997.

[69] See, for example, Mercer, 1995.

[70] *Fibreboard Paper Products Corp. v. NLRB*, 379 U.S. 203 (1964).

[71] *United Steelworkers v. Warrior & Gulf Navigation Co.*, 363 U.S. 574 (1960).

[72] *Service Employees International Union Local No. 316 v. IELRB*, 505 N.E.2d 418 (Ill. App. 4 Dist. 1987).

[73] 115 Illinois Compiled Statutes 5/4.5, added by Illinois Public Acts 89-15 Section 10 effective May 30, 1995.

[74] *Textile Workers Union v. Lincoln Mills*, 353 U.S. 448 (1957).

[75] *United Steelworkers v. Warrior & Gulf Navigation Co.*, 363 U.S. 574 (1960); and *United Steelworkers v. American Manufacturing Co.*, 363 U.S. 564 (1960); *United Steelworkers v. Enterprise Wheel & Car Corp.*, 363 U.S. 593 (1960).

[76] *Chiles v. United Faculty of Florida*, 615 So.2d 671 (Fla. 1993).

[77] *Massachusetts Community College Council v. Commonwealth of Massachusetts*, 649 N.E.2d 708 (Mass. 1995).

[78] *Board of Trustees of Jr. College District No. 508 v. Cook County College Teachers' Union*, 343 N.E. 2d 473 (Ill. 1976).

[79] The U.S. Supreme Court upheld the constitutionality of a public school collective bargaining agreement that granted the incumbent union access to the interschool mail system and teacher mailboxes but denied this access to a rival union. *Perry Education Association v. Perry Local Educators' Association*, 460 U.S. 37 (1983).

[80] *Lechmere, Inc. v. NLRB*, 502 U.S. 527 (1992).

[81] *Regents of the University of California v. Public Employment Relations Board*, 485 U.S. 589 (1988).

[82] *Timekeeping Systems, Inc.*, 154 LRRM 1233 NLRB (1997).

[83] Ibid., at 1236.

[84] *NLRB v. Babcock and Wilcox*, 351 U.S. 105 (1956).

[85] *GERR* 34 (No. 1692), (December 2, 1996), 1664.

[86] Gan, 1997.

[87] Members-only agreements covering some but not all employees in a given job category occasionally arise where there is bargaining in the absence of statutory authorization. The Washington state Attorney General, for example, determined in 1994 that four-year institutions of higher education were authorized but not required to bargain collectively regarding terms and conditions of employment for those faculty members choosing to be represented by a bargaining agent. 94 Att'y Gen. Op. No. 16, cited in *Annotated Revised Code of Washington*, Section 41.56.150.

[88] *Steele v. Louisville & Nashville R.R.*, 323 U.S. 192 (1944). This case arose under the Railway Labor Act, but subsequent court rulings established that the duty of fair representation also arises under the NLRA and state public-sector bargaining statutes.

[89] *Humphrey v. Moore*, 375 U.S. 335 (1964).

[90] Vaca *v. Sipes*, 386 U.S. 171 (1967) at 191.

[91] Ibid., at 190.

[92] *Katir v. Columbia University*, 15 F.3d 23 (2nd Cir. 1994).

[93] Ibid., at 24.

[94] Ibid., at 24-25.

[95] 652 A.2d 97 (Me. 1995).

[96] 146 LRRM 2468 (Cal. 1994).

[97] *Union Starch and Refining Co.*, 87 N.L.R.B. 779 (1949), enforced, 186 F.2d 1008 (7th Cir. 1951), *cert.* denied, 342 U.S. 815 (1951).

[98] *Hershey Foods Corp.*, 207 N.L.R.B. 897 (1973) But if the strikers are union members, rather than nonmembers who tendered union dues, the union can impose legally enforceable fines on them for breaking a strike. See *NLRB v. Allis-Chalmers*, 388 U.S. 175 (1967).

[99] Taylor and Whitney, 1983, 388-389.

[100] Wisconsin Statutes Annotated, Section 111.70(1)(h) for local government employees, Section 111.81(6) for state government employees.

[101] *Machinists v. Street*, 367 U.S. 740 (1961).

[102] Ibid. at 814 (Frankfurter, J., dissenting).

[103] *Abood v. Detroit Board of Education*, 431 U.S. 209 (1977).

[104] *Robinson v. New Jersey*, 741 F.2d 598 (3d Cir. 1984), *cert.* denied, 469 U.S. 1228 (1985); and *Champion v. California*, 738 F.2d 1082 (9th Cir. 1984), *cert.* denied, 469 U.S. 1229 (1985).

[105] *Chicago Teachers Union, Local 1 v. Hudson*, 475 U.S. 292 (1986).

[106] *EEOC v. University of Detroit*, 904 F.2d 331 (6th Cir. 1990).

[107] Ibid. at 332.

[108] Ibid. at 335.

[109] *Chronicle of Higher Education* 37 (26), (March 13, 1991), A20.

[110] *Lehnert v. Ferris Faculty Association*, 500 U.S. 507 (1991). The ruling was drawn from four separate opinions.

[111] Darko and Lapointe, 1993.

[112] *Weaver v. University of Cincinnati*, 970 F.2d 1523 (6th Cir. 1992).

[113] Ibid. at 1531.

[114] *Machinists v. Street*, 367 U.S. 740 at 817 (1961) (J. Frankfurter, dissenting).

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1997 State Higher Education Finance and Policy Developments

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What economic, fiscal, and public policy challenges face higher education at the end of the twentieth century? Will the states—providers of most financial support for public higher education—help to meet these challenges? Or will their actions make the problems more difficult? This chapter examines state higher education policies, while also glancing at the ways the federal government affects that role through policy changes and management of the economy.

The chapter first examines the performance of, and prospects for, the national economy as of mid-1997, since the economy is a prime determinant of state government revenues. The condition of state treasuries, in turn, directly affects the flow of funds to colleges and universities. Tight state finances during recessions traditionally have led to cuts in higher education appropriations in favor of other politically and legally pressing demands. When financial times were tough, policymakers told colleges to tap other revenue sources and slow college enrollments.[1] State support for higher education would then tend to "catch up" during prosperity. Assessing current economic performance thus sets the table for our discussion of state higher education appropriations.

What were the longer-term trends in state fiscal conditions during the 1990s? How did higher education fare in acquiring resources from the states? What are the future fiscal prospects for academe when politicians at the federal level are devolving responsibilities and resources to the states in areas such as welfare? The second section of this article addresses these questions.

We next look at regional, state, and sectoral variations in state support for higher education. Here's the conundrum: Higher education is growing in social and economic importance in an era of long-term stagnation in its public support. The demographics are especially compelling: The coming of age of the "baby boom echo" generation necessitates substantially expanded enrollment capacity.

What has happened to tuition and other student charges? The level of tuition reflects the ability of higher education to secure state funding support, and thus indirectly the economic and fiscal health of states. Tuition growth rates declined as the economies of the states recovered and as states increased institu-

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tional appropriations in the mid-'90s. Still, the tuition growth rate continued to exceed substantially the inflation rate and family income gains. College attendance became less affordable just when students and society needed it the most.

A full picture of college affordability and public policy requires a look at grant and loan programs. What were the trends in state and federal student aid programs? What were the implications of federal proposals for substantial tax credits for higher education expenses?[2]

Last, we consider other state policies: access, accountability, and efficiency initiatives; education technology and distance learning; state prepaid tuition plans, and affirmative action policies.

THE ECONOMIC OUTLOOK

The National Picture [3]

The national economy, after many ups and downs following the recession of the early 1990s, grew robustly into mid-1997. Inflation-adjusted (real) annual growth in the Gross Domestic Product (GDP) ranged from 2.5 percent in 1996 (fourth quarter=3.7 percent) to 5.8 percent for the first quarter of 1997.[4] But forecasters predicted more ups and downs. In mid-1997, a private forecasting group said real annual GDP growth would fall to the 2.2-2.3 percent range during the rest of 1997, and to 2.0 percent in 1998 and 1999.[5] Temporary factors—a warm winter, inventory build-ups, and sharply falling oil prices—spurred recent growth, noted these forecasters. The group added that the Federal Reserve Board would likely bump up interest rates slightly, another modest step designed to slow things down. The goal: another "soft landing" for the economy in 1998, similar to the Fed's 1995 move that continued the economy's recent noninflationary, recession-free growth.[6]

These analysts thought that the Fed's intended scenario for the economy would likely result from this move, but they expressed concern that the central bank might wait too long to apply the brakes. The current economic expansion—75 months in June 1997, the third longest in U.S. postwar history—might share the fate of earlier expansions. In the 1960s and 1980s, accelerating inflation forced the Fed to tighten its monetary policies sharply, consumer confidence and the stock market plummeted, and the economy slowed to recession. These analysts predicted that there was a sobering 35 percent probabilty of this "boom-bust" scenario occurring in 1999.[7]

The long growth period, meanwhile, left aggregate economic indicators at their strongest levels in a generation. The May 1997 unemployment rate fell to 4.8 percent, its lowest level since 1973.[8] The consumer confidence index hit its highest level since 1965.[9] The inflation rate remained below 3.2 percent for nearly six years; the "core" inflation rate—excluding volatile food and energy prices—hovered around 2.5 percent. No strong braking action by the Fed was needed, said these forecasters, but they urged vigilance, since the factors holding down inflation could break up soon.[10]

For the denizens of higher education, who depended upon the health of the economy, mid-1997 economic conditions were as good as they were likely to be for any sustained period. There was no obvious end to the good times in sight, but it was too soon to say that the nation's economic managers had figured out how to avoid recessions permanently. The 35 percent probability of a recession in 1999 counseled caution; those in economically sensitive sectors such as higher education should be prepared.

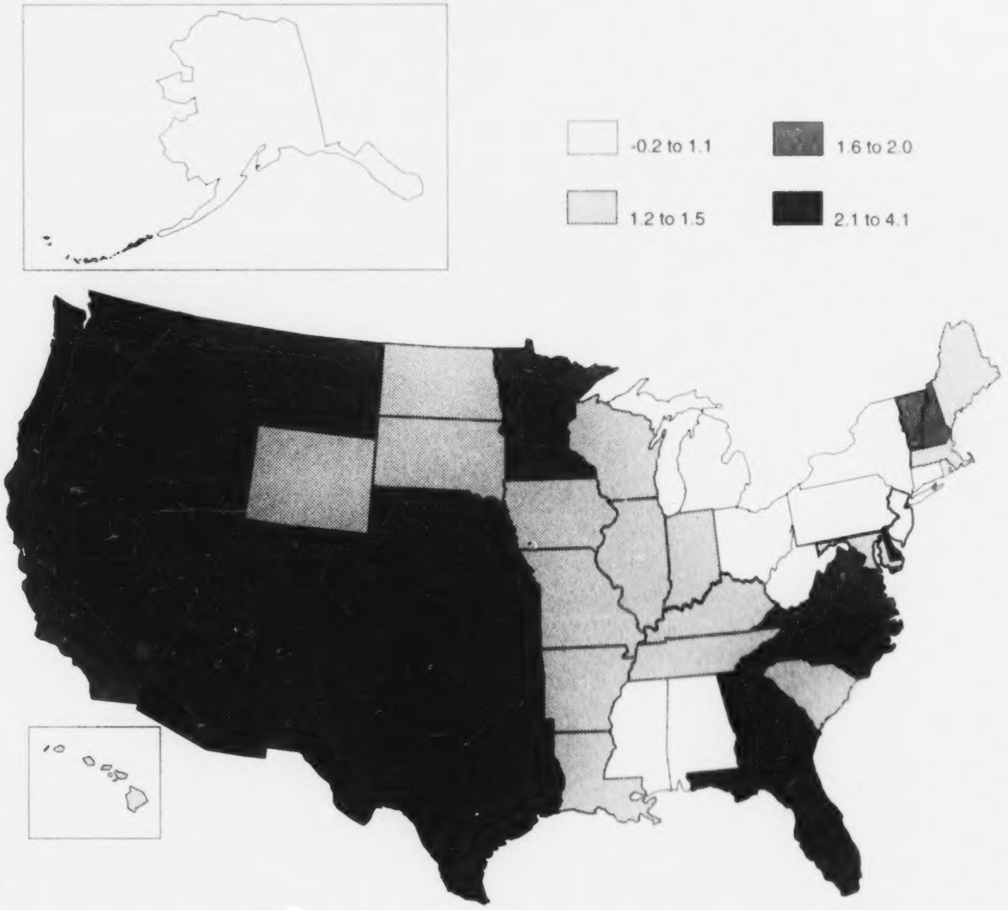
Regional Variations [11]

How have the economy's performance and prospects varied by region? As usual, the nation's Western and Southern regions led the way in economic growth, while growth in the Northeast and eastern Midwest remained sluggish. The top four regions in 1996 employment growth were: the Pacific Southwest (3.3 percent), the Pacific Northwest (2.9 percent), the West South Central (2.6 percent), and the South Atlantic (2.4 percent).[12] The weakest regions were, in descending order, New England, East North Central, East South Central, and the Middle Atlantic states.[13]

Forecasters expect these geographic patterns to continue for several more years (Figure 1).[14] The West is benefitting from growing population, Pacific Rim trade, and robust "industries of the future"— electronics, software, communications, aircraft, and entertainment. The South features a mild climate, attractive tax and regulatory policies, booming

FIGURE 1

WESTERN AND SOUTHERN STATES WILL ACHIEVE THE STRONGEST EMPLOYMENT GAINS (ANNUAL PERCENT CHANGE, 1996-2000)



SOURCE: Johnson et al., 1997, 30.

automotive, electronics, and service industries, and growing exports to Latin America. New Hampshire and Vermont, Minnesota, and the lower plains states of Nebraska, Kansas, and Oklahoma show considerable economic vitality. But high costs, sluggish population growth, and continued industrial downsizing hamper much of the Northeast and eastern portions of the Midwest. Labor shortages constrain the economic growth of many areas in the western parts of the Midwest.

STATE FISCAL CONDITIONS

How does this economic picture affect the fiscal condition of the states? States are in better fiscal shape than at any time in this decade, but an anti-tax, anti-spending political climate and its legal legacy constrain potential revenue inflows. In 1994, reported one state fiscal policy expert, 21 states had general tax and expenditure limitations.[15] Sweeping restrictions on local property tax collections forced several others, including California and Oregon, to finance functions formerly supported by local taxes. Political pressures have limited tax collection and spending in most other states.

The National Governors' Association and National Association of State Budget Officers have projected that FY 1998 would be the fourth consecutive year of aggregate state tax reductions. The estimated $4.4 billion in cuts would be the largest yet (Table 1). Budgets submitted by the governors—the latest available systematic budget information—have called for cuts in the revenue base in 36 states.[16] By far the largest cuts have come in state personal income taxes, but corporation taxes and sales taxes have also been reduced.[17] The recent election of Republicans to many state houses and legislatures has clearly affected fiscal priorities.

First quarter 1997 aggregate state revenue collections increased 6.0 percent over the corresponding 1996 figure, but this gain would have been 7.4 percent absent legislated limits.[18] Still, the last four quarters were the strongest period since 1990, when these data were first published.[19] All regions reported gains above 5 percent except the Mid-Atlantic region (3.3 percent). Preliminary data suggested the second quarter would show similar strength.

An April 1997 report showed aggregate revenue collections for FY 1997 (for most states, July 1, 1996–June 30, 1997) running about 1.1 percent above the estimates used in adopted FY 1997 budgets.[20] In FY 1996, general fund revenues exceeded estimates by an even larger margin (actual=+4.0 percent over the previous year; forecast=+2.6 percent).[21] These conservative revenue estimates resulted from the searing experience of the early '90s when many states, overestimating revenues, made painful mid-year budget cuts when collections fell short.

FY 1997 year-end treasury balances in most states, not surprisingly, stood at healthy levels.[22] The 50-state aggregate balance at the end of FY 1996 was 6.9 percent of the year's expenditures, the highest figure since 1980 and a far cry from the 1.1 percent nadir reached in FY 1991. The forecast for the end of FY 1997 was only a little lower, at 6.2 percent ($24.2 billion). The FY 1998 budget proposals of the governors' anticipated year-end balances equaled 5.1 percent of planned expenditures ($20.6 billion), though actual balances have exceeded these projections in recent years. Budgeting for hard-to-predict costs of changes in federal welfare and Medicaid policies partly explains the projected FY 1998 decline in the aggregate treasury balance.

TABLE 1

ENACTED STATE REVENUE CHANGES, FISCAL 1979 TO FISCAL 1997, AND PROPOSED STATE REVENUE CHANGE, FISCAL 1998

Fiscal Year	Revenue change (Billions)
1998*	-$4.4*
1997	-4.1
1996	-3.8
1995	-2.6
1994	3.0
1993	3.0
1992	15.0
1991	10.3
1990	4.9
1989	0.8
1988	6.0
1987	0.6
1986	-1.1
1985	0.9
1984	10.1
1983	3.5
1982	0.4
1981	0.4
1980	-2.0
1979	-2.3

SOURCE: National Governors' Association and National Association of State Budget Officers, 1997, 9. Their sources were: Advisory Commission on Intergovernmental Relations, the Tax Foundation, National Conference of State Legislatures and National Association of State Budget Officers.

** State revenue change for fiscal 1998 is proposed.*

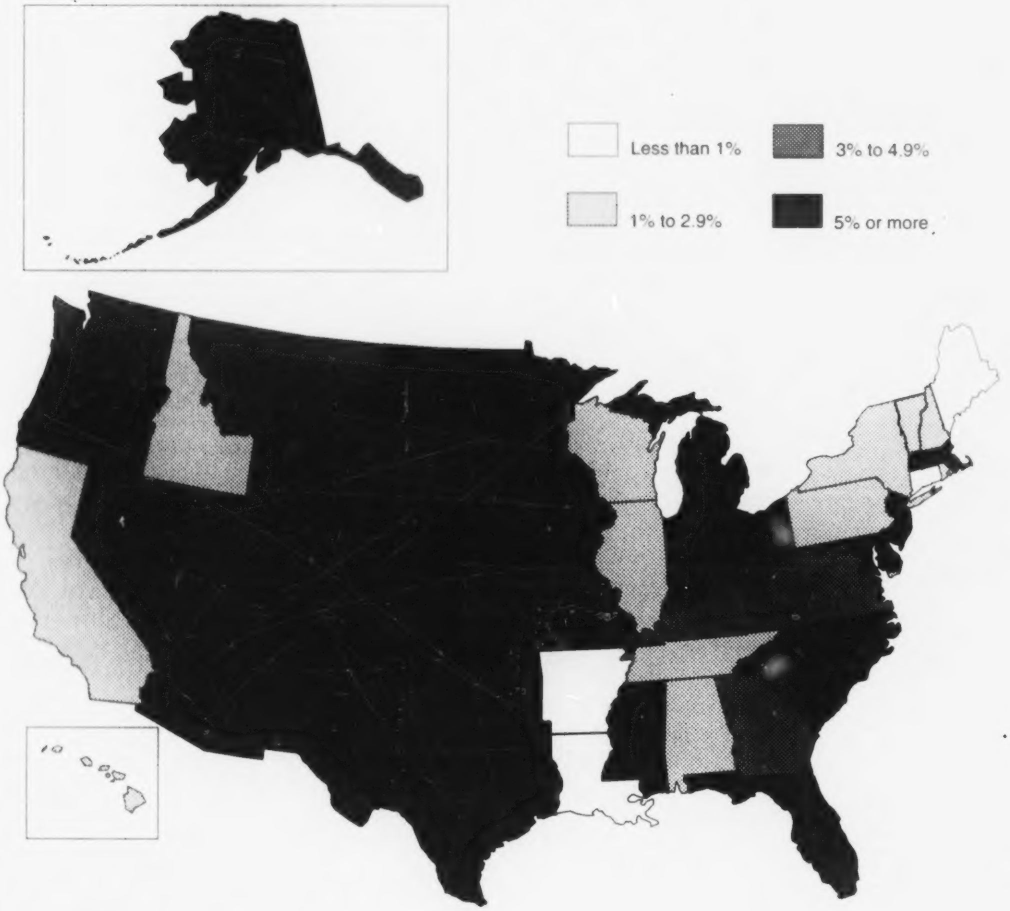
The number of states projecting a year-end treasury balance of less than 3 percent of the year's expenditures rose from 12 in FY 1996 to 14 in FY 1997—four states expected balances below 1 percent—and to 18 for FY 1998 (Figure 2). Most low-balance states were located in the Northeast and East South Central regions, along with California, Idaho, Illinois, and Wisconsin. There were no signs of widespread fiscal trouble, but extended prosperity may have led more states to cut things a bit closer.

Aggregate state general fund spending increased annually by 10 percent or more in the late 1970s and mid-1980s, periods of healthy economic growth (Figure 3). During the current economic recovery, spending growth peaked at +6.3 percent in FY 1995—the last budgets enacted before the November, 1994 "Republican Revolution." They then decreased to +4.5 percent in 1996 and 1997 (estimated) and to +3.6 percent (estimated) in FY 1998.[23] The 1998 estimate was not far above the projected inflation rate—state general fund appropriations exceeded the inflation rate in just three years in the '90s—and not much larger than the *smallest* increase recorded during the recessionary period of the early '90s (+3.3 percent in FY 1993).

FY 1998, despite economic prosperity and healthy state treasury balances, seemed destined to feature relatively tight budgets.

FIGURE 2

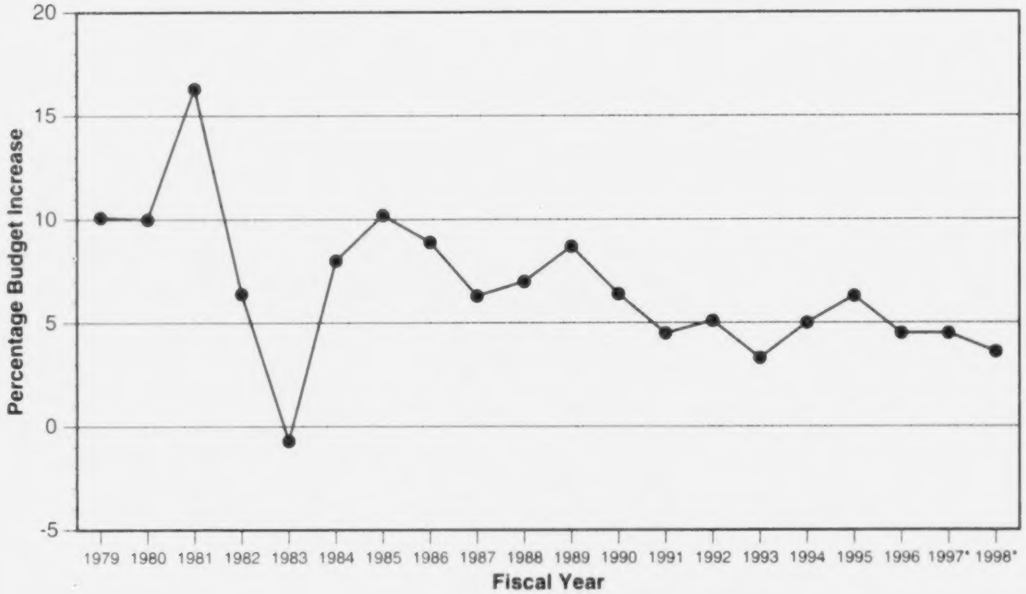
TOTAL YEAR-END BALANCES AS A PERCENTAGE OF EXPENDITURES, FISCAL 1997



SOURCE: National Governors' Association and National Association of State Budget Officers, 1997, 14. Original source was National Association of State Budget Officers.

FIGURE 3

AGGREGATE ANNUAL STATE BUDGET INCREASES, FY 1979 TO FY 1998



SOURCE: National Governors' Association and National Association of State Budget Officers, 1997, 4. Original source National Association of State Budget Officers.

** Data for these years are estimated.*

STATE BUDGETS: STRUCTURAL CONCERNS

Strong budget growth no longer assures gains in support for higher education because of increased competition with other major state functions for funding. Figure 4 shows the 1990s growth rate in aggregate state support for the five major claimants: elementary and secondary education, Medicaid, corrections, public assistance (AFDC),[24] and higher education.[25]

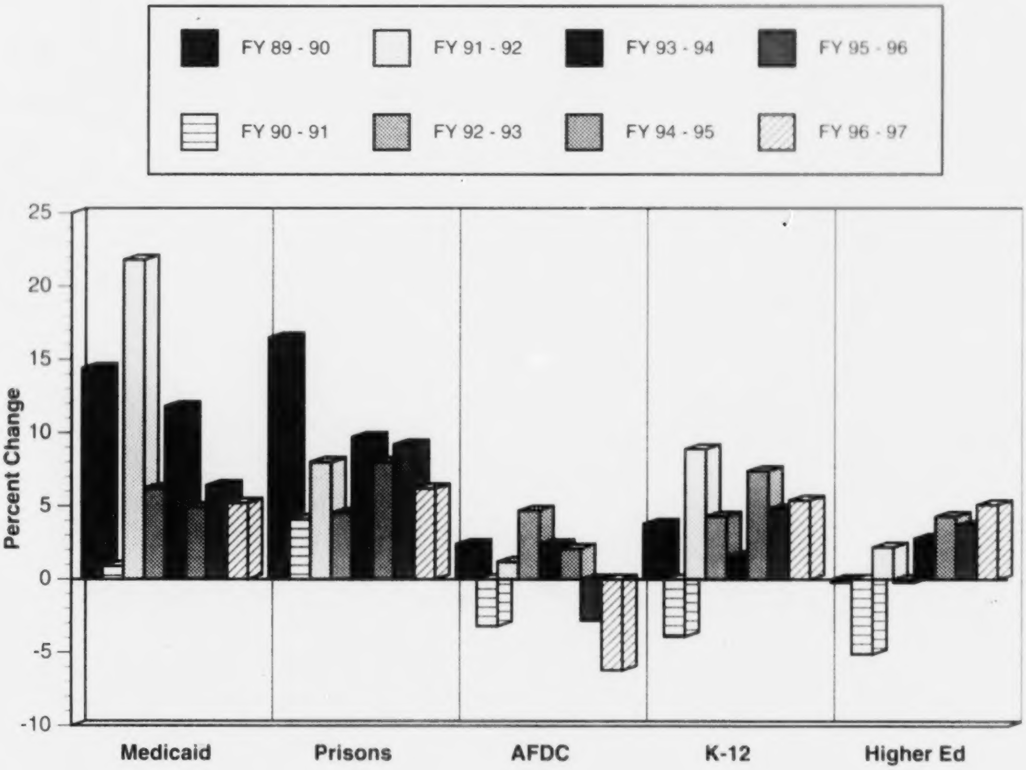
Higher education ran last among the five major functions in most years, though it outstripped welfare in the last two years as AFDC support plunged.[26] Higher education's projected 5.1 percent gain between FY 1996 and FY 1997 was smaller than the expected growth in K-12 funding (5.4 percent),[27] state Medicaid funding (5.2 percent in Figure 4; 7.2 percent according to more recent projections),[28] and corrections funding (6.2 percent).

Analysts noted several reasons for academe's inability to compete for state funding during the recession and subsequent economic and state revenue stagnation of the early 1990s. First, higher education, unlike other sizeable budget items, could tap alternative funding sources, including tuition increases, private support, and federal grants, to help offset the effects of state cuts. Next, the public image of higher education reeled from biting critiques.[29] Finally, difficult economic times led to increased welfare and Medicaid rolls and crime rates.[30] Demographics—not the economy—explained the relative budgetary success of K-12 education, as the children of baby boomers swelled school enrollments.

The other major state functions had another powerful budgetary impetus: Their expenditures were largely mandated. Higher education enrollments, in contrast, were "discretionary." Enrollments drive K-12 funding—at 31.6 percent of general fund appropriations in FY 1997, the largest state budgetary

FIGURE 4

ANNUAL CHANGES IN MAJOR EXPENDITURE CATEGORIES FROM STATE GENERAL FUNDS FY 1990 TO FY 1997



SOURCE: Mortenson, 1997c, 10. Data were collected by National Conference of State Legislatures.

commitment.[31] Medicaid—the second largest state general fund component, passing higher education in the early '90s—is a federally-mandated entitlement, funded partly by the states according to per-enrollee formulas dictated by the federal government. Until 1997, AFDC was also mandated, though states had more flexibility to reduce benefits and slash the rolls.

Finally, state spending on prisons is also relatively inflexible once criminals are sentenced to longer terms under determinate sentencing laws. Court orders also require many states to maintain specific staff to inmate ratios. Overall, appropriations for prisons climbed from 4.5 percent to 6.0 percent of the general fund nationwide between 1991 and 1997—proportionately greater than any other category, though Medicaid was a close second (Table 2). This competition led to a decline in the proportion of state higher education appropriations from 13.5 percent to 11.5 percent of state spending during the same period, despite a slight increase in FY 1997.

During prosperity, higher education in the past usually recovered ground lost in recessions and gained relative to the rest of the state budget. But there has been no catch-up in the current cycle. In 1997, the academic sector barely stabilized its share of state funds.

The competition for state general funding seems unlikely to abate. Most observers expect continued increases in K-12 enrollments for a decade, though with considerable geographic

TABLE 2

MAJOR COMPONENTS OF GENERAL FUND APPROPRIATIONS FOR FY 1991 AND FY 1997

	FY1991	FY1997
Corrections	4.5	6.0
Higher Education	13.5	11.5
K-12 Education	35.5	31.6
Medicaid	10.1	13.2
AFDC	2.9	2.2
All Other	33.5	35.5

SOURCE: Snell and Perez, 1996, 17.

variation.[32] Strong pressures for local property tax relief pushed states to make up lost school district revenues. Many school reform initiatives also required state funding.[33]

Spending growth on Medicaid recently eased for a few years, but this year's estimated 7.2 percent climb foreshadows a projected 7.7 percent growth per year through 2002.[34] Federal budget negotiations, a return of health care inflation, or recession-caused growth in "medically indigent" caseloads could again move state Medicaid spending growth rates into double-digits. States must help cover unexpected increases in clientele or costs as long as Medicaid remains a joint federal-state entitlement.

Growth rates in corrections funding remain relatively high as states operate more prisons, incarcerate more prisoners,[35] and provide more mandated inmate training and work programs.[36] But this growth moderated to 6.2 percent between FY 1996 and FY 1997, the lowest level in several years. A few states even showed slight decreases in corrections spending for the first time in years.[37] Violent crime rates fell, along with the size of crime-prone age groups.[38] These trends, combined with cost-effective alternatives to incarceration for less violent offenders,[39] may briefly moderate spending growth in corrections. But the public's continuing concern about crime, mandatory sentencing laws, prison construction, and a surge in the crime-prone age group population make renewed fiscal pressure from corrections inevitable.

A healthy economy and dramatic state and federal welfare reforms have moved more recipients into jobs. State AFDC appropriations were expected to decline 6.2 percent between FY 1996 and FY 1997 (Figure 4). In FY 1997, 32 states cut their AFDC appropriations,[40] and many states anticipated further reductions if the economy stayed healthy. But reduced welfare appropriations—now just 2 percent of general fund spending—will not affect the fiscal picture of most states (Table 2); nor would these cuts free up significant funds for higher education.

Welfare reforms harbor substantial downside fiscal risks to states, welfare recipients, and their families.[41] The 1996 federal Personal Responsibility and Work Opportunity Reconciliation Act converted AFDC to Temporary Assistance to Needy Families (TANF) beginning on August 1, 1997. Federal block grants to states for temporary assistance would enable aggressive state action to place all but the most disabled adult family heads in jobs. But work readiness and job search activities provide for little extended job training or postsecondary education.[42] Beneficiaries are prodded to seek work, sanctioned for failure to participate, and subjected to strict time limits for cash assistance and federal food stamp benefits. Noncitizen immigrants have become ineligible for federal Supplemental Security Income (SSI), Temporary Assistance to Needy Families, and food stamp benefits, though states could fund their participation from their own resources. The federal government is providing start-up funds to prepare many welfare parents for work and to enhance child care resources. States can help to fund these efforts, though maintenance of effort requirements have been made fairly lenient and less significant over time.[43]

Emphasizing work over welfare, policymakers assumed, would bear rich fruit. But only spotty anecdotal evidence supports this hope. Most former welfare recipients will at best obtain low-wage jobs that could not support their families, especially when transitional child care subsidies run out. The growing economy will produce many of these low-wage, low- or no-benefit jobs with few career prospects, but supply pressure from new job-seekers will probably only further depress the already low wages. The reforms would probably not lower high turnover rates, though it's possible that, lacking public assistance, some employees might cling to their jobs more tenaciously.[44]

States would assume the financial consequences if these drastic reforms failed, since block grant funding caps federal contributions at current levels. States would also face sharply increased needs for public assistance during the next economic downturn, with presumably no additional help from the budget-conscious federal government. Needing to balance their budgets by law, states might not respond fully. But, as in past recessions, most states would probably transfer some resources from higher education budgets to public assistance.

Welfare reforms might also affect higher education directly and adversely. The new policies discourage investment in the long-term work readiness of welfare clients through postsecondary education; community colleges, especially, would lose enrollments.[45] Worse, the likely negative effect of welfare reform on many families could mean that fewer students in the next generation will qualify for higher education.

Welfare reform appeared removed from the concerns of many in higher education. Some observers even optimistically embraced the move as reducing competition for state funds.[46] But welfare reform, in reality, has serious negative implications for academe with few offsetting positives.

STATE SUPPORT: A CLOSER LOOK

Recent Developments

What do the data show about state support of higher education and trends in the allocation of funds? Prosperity is associated with reduced regional differences in appropriations (Table 3).[47] The strongest regional aggregate percentage growth in state funding for higher education occurred, not surprisingly, in the Far West, Southeast, and Rocky Mountains. The Great Lakes and New England states also showed respectable 5 percent appropriations growth rates. But the Middle Atlantic (3.7 percent), Plains (3.2 percent), and Southwest states (2.2 percent) reported gains below 4 percent.[48]

No state reported spectacular higher education funding increases in 1997, but higher education gained back significant fiscal ground in 15 states. Three states showed low

TABLE 3

PERCENTAGE CHANGE IN APPROPRIATIONS FOR HIGHER EDUCATION, FY 1996 TO FY 1997

	General Fund	All Appropriated Funds
New England	4.9%	4.9%
Connecticut	4.4	4.4
Maine	2.0	2.0
Massachusetts	6.6	6.5
New Hampshire	–0.1	–0.1
Rhode Island	6.1	6.1
Vermont	0.2	0.2
Middle Atlantic	3.7	3.7
Delaware	0.4	0.4
District of Columbia	*	*
Maryland	3.5	3.5
New Jersey	4.2	4.2
New York	5.5	5.5
Pennsylvania	0.7	0.7
Great Lakes	5.0	5.0
Illinois	5.5	5.5
Indiana	10.0	10.0
Michigan	4.8	4.8
Ohio	5.6	5.6
Wisconsin	–2.0	–2.2
Plains	3.9	3.2
Iowa	1.8	1.8
Kansas	1.1	–0.2
Minnesota	2.3	2.3
Missouri	2.3	2.3
Nebraska	4.1	4.1
North Dakota	4.1	4.1
South Dakota	0.4	0.4
Southeast	7.3	6.6
Alabama	0.0	0.7
Arkansas	2.3	1.7
Florida	9.7	11.4
Georgia	7.1	7.1
Kentucky	4.9	4.8
Louisiana	9.1	8.9
Mississippi	4.4	–1.3
North Carolina	7.8	7.8
Puerto Rico	*	*
South Carolina	4.6	4.6
Tennessee	4.1	4.0

TABLE 3 (CONTINUED)

PERCENTAGE CHANGE IN APPROPRIATIONS FOR HIGHER EDUCATION, FY 1996 TO FY 1997

	General Fund	All Appropriated Funds
Virginia	9.0	8.9
West Virginia	5.3	4.1
Southwest	2.3	2.2
Arizona	3.0	3.0
New Mexico	4.5	4.5
Oklahoma	12.6	12.4
Texas	-0.2	-0.2
Rocky Mountain	3.2	6.0
Colorado	6.4	6.4
Idaho	3.0	3.1
Montana	4.3	3.7
Utah	-1.3	7.7
Wyoming	3.0	5.6
Far West	7.1	6.8
Alaska	-0.4	-0.4
California	8.1	7.8
Hawaii	-0.5	1.5
Nevada	6.3	6.3
Oregon	8.3	8.3
Washington	4.3	4.7
Total	5.2%	5.1%

SOURCE: Snell and Perez, 1996, 24-25

** No report.*

double digit percentage gains—Oklahoma, 12.4 percent; Florida, 11.4 percent; and Indiana, 10.0 percent. Another dozen states, mostly in the West and South, reported increases of greater than 6 percent— more than twice the rate of inflation. Funding gains ranged from 2 to 6 percent in 20 states. Nine states reported FY 1997 increases of under 2 percent, and six states reported decreases. These 15 states, where colleges and universities lost purchasing power, showed no regional pattern.[49]

The only readily available sectoral data on higher education appropriations focuses on FY 1995 to FY 1997 gains.[50] State appropriations to community colleges continued to grow faster than total higher education funding—16 percent to 9 percent in this period—in the 41 states with comparable data for both years.[51] State support of student aid also continued to grow faster (11.6 percent) than total support in the 35 states with comparable data for both years.[52] Since community colleges did better than the 9 percent average, gains for other major segments—multicampus state universities (7 percent) and large consolidated state systems of higher education (6 percent)[53]—were below the average.

Longer-Term Trends

The long-term trends in public support for higher education remain unfavorable, despite modest recent gains. Analyst Thomas Mortenson has compared state support to their "ability to pay," measured by total personal income, over the last 23 years (Figure 5).[54] Personal income grew along with the economy but less of this wealth was spent on higher education or most other public services. Higher education support per $1,000 of personal income declined nearly 3 percent between FY 1996 and FY 1997.[55] In FY 1997, 36 of the 50 states registered declines; all 50 states showed a decrease in this measure of support since 1979. The $7.65 per $1,000 of personal income figure for FY 1997 was the lowest since the data series began in 1975 and represented a 32 percent drop from 1979, the peak year. Declines—steepest during recessions—were only rarely and temporarily interrupted during years of sustained prosperity (1985, 1990, and 1995).

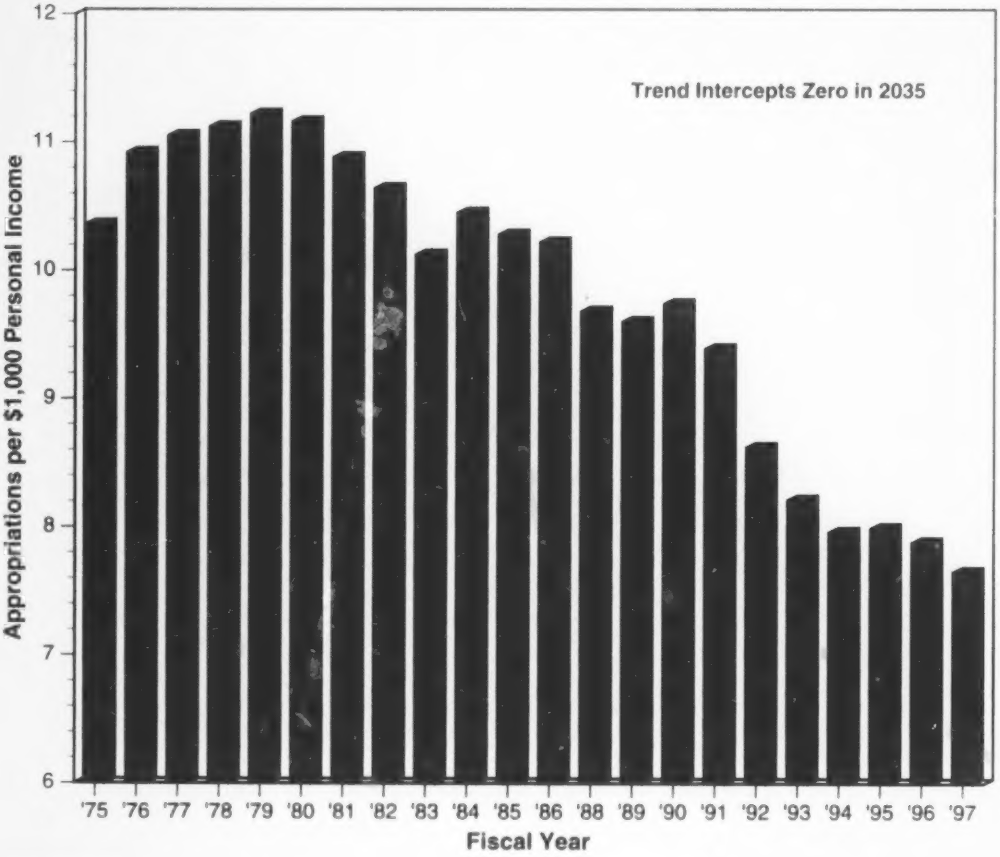
The rate of decline slowed during the current economic recovery. But even at current rates, Mortenson extrapolated, this trend would lead to zero state appropriations for higher education by 2035, with the zero point reached as early as 2014 in Vermont, 2015 in California, 2019 in New York, and 2021 in Virginia.[56]

Higher education's share of state and local government expenditures, Mortenson added, fell 21 percent from its 8.15 percent peak in 1982, to 6.45 percent in 1994.[57] The 1994 figure was just a little higher than higher education's share in 1965. Higher education's share of federal spending, Mortenson noted, declined from 0.95 percent in 1981 to 0.68 percent in 1994, roughly its share in the mid-1970s.[58]

Reduced governmental support has led to a steady, sharp increase in the student's share of higher education costs from 35.3 percent in

FIGURE 5

APPROPRIATIONS OF STATE TAX FUNDS FOR OPERATING EXPENSES OF HIGHER EDUCATION PER $1,000 OF PERSONAL INCOME FY 1975 TO FY 1997



SOURCE: Mortenson, 1996a, 1.

1979 to 47.8 percent in 1994 (Figure 6). College tuition and fees, as a proportion of all personal consumption expenditures, reached its highest level in 1994.[59] This cost shifting had serious consequences for higher education opportunity. The new federal tax bill with its tuition credits suggests that by mid-1997 elected federal officials got the message about public resistance to cost-shifting.

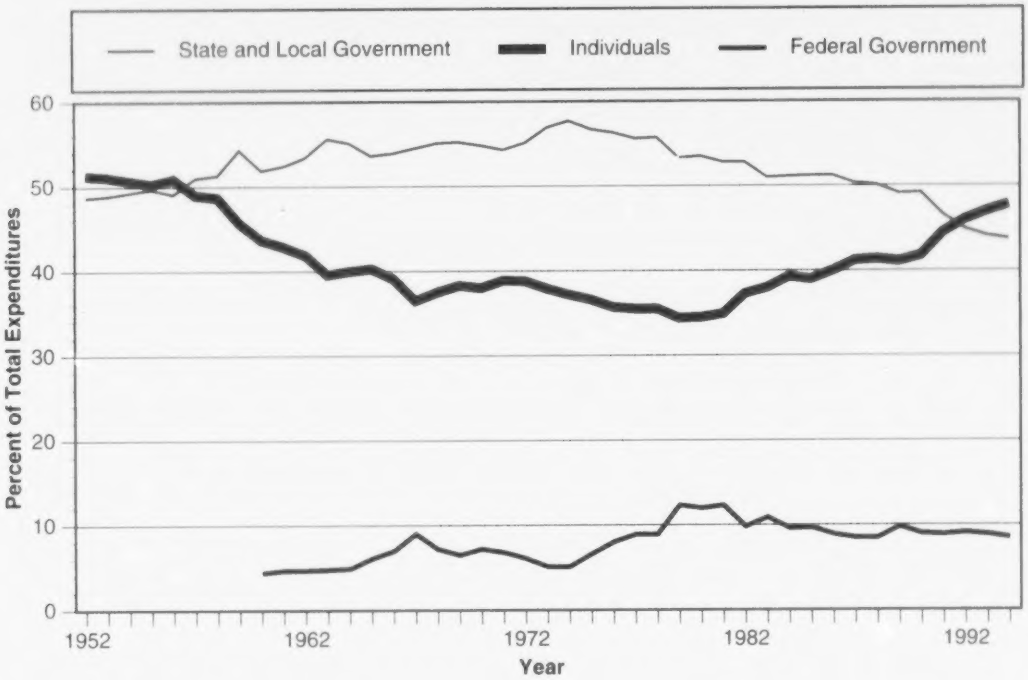
DEMAND FOR HIGHER EDUCATION

The deteriorating public investment in higher education matches poorly with societal needs. Technological change and worldwide trade have revolutionized labor markets and strengthened the demand for highly educated labor. Demand for postsecondary education is no longer limited to young people as older workers, too, seek new skills or advanced degrees and as employers seek systematic worker training.[60] Growth in economic rewards for advanced education shows no signs of abating (Figure 7). Members of the public, aware of these rewards, tell pollsters and public officials that they and their children expect affordable higher education.[61]

The coming of age of the "baby boom

FIGURE 6

DISTRIBUTION OF RESPONSIBILITIES FOR FINANCING HIGHER EDUCATION, 1952 TO 1994



SOURCE: Mortenson, 1996c, 10.

echo" generation further increases demand for higher education. Figure 8 provides state-by-state forecasts of the percentage increases in high-school graduates—a proxy for growth in demand for postsecondary enrollment—expected over the next 10 years. The breakdown: 9 states, over 30 percent; 7 states, 20–29 percent; 15 states, 10–19 percent.[62] Some populous states faced large increases: Florida, 57 percent; California, 51 percent; Virginia, 35 percent; Maryland, 33 percent; Georgia, 30 percent; Massachusetts and Washington, 29 percent; North Carolina, 24 percent; Connecticut, 21 percent; Illinois and New Jersey, 17 percent; Pennsylvania, 16 percent; and Texas and New York, 15 percent. East and West show equal numbers of states with sizeable projected increases.

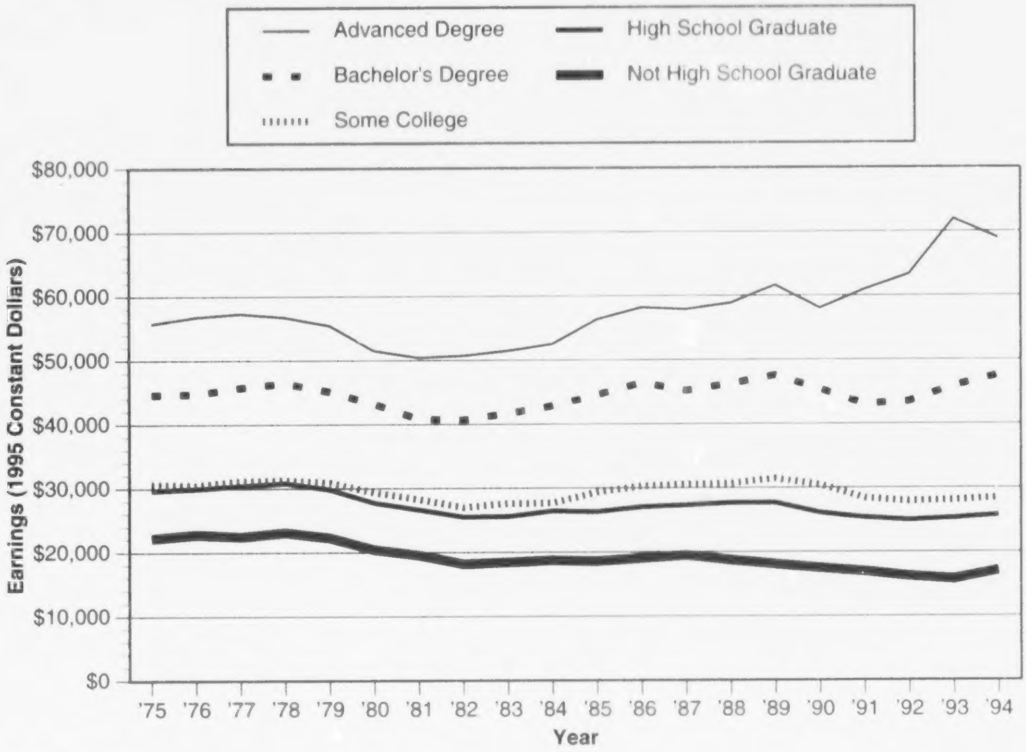
The U.S. Department of Education, assuming 1.5 percent annual growth between 1996 and 2006 among 18–24 year olds and extrapolating participation rates from historical experience, projects a 16 percent increase in national higher education enrollments.[63] Others consider this estimate conservative.[64] Many state officials, considering the pressures on state finances, cannot identify funding sources to meet this projected demand. But meet the demand they must to maintain economic prosperity and to accommodate a diverse young population.[65] The social equity challenge equals the economic challenge in importance, but the competition for state funds and taxpayer support promises to be fierce, especially during the next recession.

TRENDS IN TUITION AND STUDENT CHARGES

For many years, tuition and other required student charges grew at rates well above general price inflation and gains in personal and

FIGURE 7

MEAN EARNINGS OF MALE WORKERS 18 AND OVER BY EDUCATIONAL ATTAINMENT, 1975 TO 1994



SOURCE: *Mortenson, 1997a, 4.*

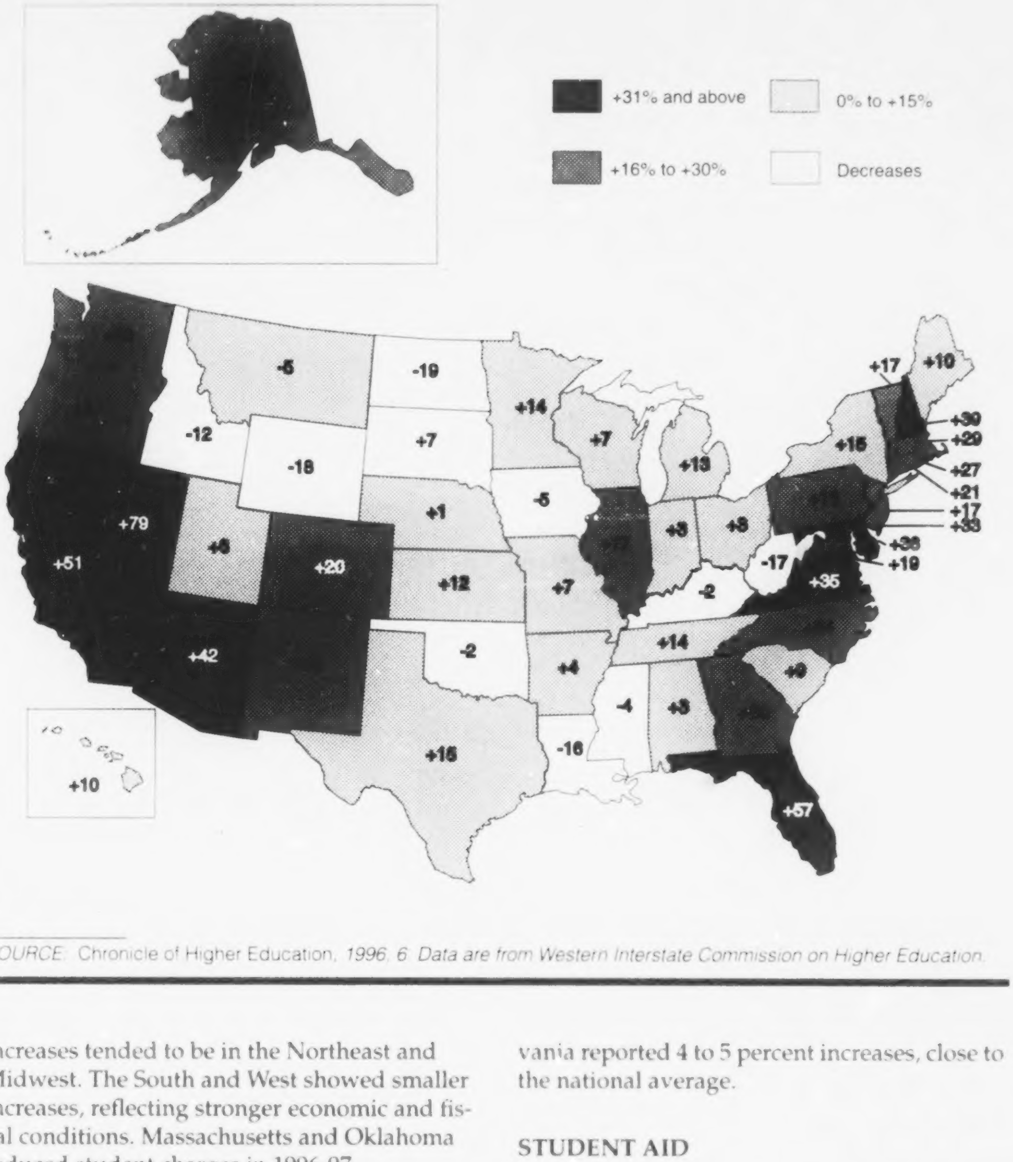
family incomes.[66] Public higher education saw especially rapid price growth during economic downturns, such as in the early 1990s, when institutions sought sharp tuition and fee increases to mitigate the effects of state funding cuts. Tuition growth rates in the independent sector were less cyclical over the last two decades, though consistently well above inflation and personal income gains.

Tuition growth rates have moderated in the last few years as state economies and appropriations to public colleges recovered and as public reaction to the earlier price trends pressed public and independent higher education (Table 4).[67] Still, annual tuition increases ranged from 5 to 6 percent in the mid-1990s—twice the rate of general price inflation—and many observers expressed continued concern about the declining affordability of college.[68] The Republican Congress established a commission to study college costs and ways to control them.[69] The issue was hot in many states.[70]

How much did tuition charged by public institutions to state-resident undergraduates increase between 1995-96 and 1996-97? The national average increase was 4.4 percent overall for "public colleges and state universities" and 5.4 percent for both public research universities and community colleges.[71] Among public colleges and state universities,[72] North Dakota (16.3 percent) and Texas (15.2 percent) were the only two states reporting double-digit increases.[73] In-state undergraduate charges in state colleges and universities in Connecticut, Idaho, Maryland, and New Jersey increased 8 to 10 percent, but most states saw considerably lower increases. The larger

FIGURE 8

PROJECTED CHANGE IN THE NUMBER OF HIGH SCHOOL GRADUATES, 1996-97 TO 2006-07



SOURCE: Chronicle of Higher Education, 1996, 6. Data are from Western Interstate Commission on Higher Education.

increases tended to be in the Northeast and Midwest. The South and West showed smaller increases, reflecting stronger economic and fiscal conditions. Massachusetts and Oklahoma reduced student charges in 1996-97.

California and New York, the two largest "megastates," saw charges increase for state colleges and universities by only 1.2 percent and 2.5 percent, respectively, a respite from the large increases of the early 1990s.[74] The large increase in Texas, continuing the trend for that state, was exceptional among the other large states; Florida, Illinois, Michigan, and Pennsylvania reported 4 to 5 percent increases, close to the national average.

STUDENT AID

Government student financial aid programs, designed to buffer the needy from the enrollment-discouraging effects of tuition charges, took on increased importance as tuition climbed faster than income. The relative importance of aid from the federal government—by far the largest supplier of student aid—decreased in recent years. Federal grant

TABLE 4

AVERAGE ANNUAL INCREASE IN TUITION (WEIGHTED) AND FEES AT COLLEGES, 1987-88 TO 1996-97*

	Two-Year Colleges		Four-Year Colleges	
Years	Public	Independent	Public	Independent
1987-88	5%	6%	6%	8%
1988-89	4	7	5	9
1989-90	5	7	7	9
1990-91	5	8	7	8
1991-92	13	6	12	7
1992-93	10	6	10	7
1993-94	10	7	8	6
1994-95	4	5	6	6
1995-96	6	4	6	6
1996-97	5	5	6	5
Dollar Figures				
1996-97	$1,394	$6,673	$2,966	$12,823

SOURCE: The College Board, 1995; 1996a.

** Data in this table are weighted by enrollment, and represent cost increases for students who attend a certain type of college. Restricting the sample to institutions with two consecutive years' worth of data controls for year-to-year swings in the composition of the sample, but does not control for shifts in the sample's composition over longer periods of time.*

aid declined substantially: Combined spending for Pell Grants, Supplemental Educational Opportunity Grants (SEOG), State Student Incentive Grants (SSIG), and College Work-Study fell by $441 million (6.2 percent) in 1995-96, and by $920 million (12 percent) since 1992-93.[75]

The form of federal aid has shifted from grants toward loans.[76] Total federal loan volume grew by 8 percent in 1995-96, after adjusting for inflation. This rapid growth of unsubsidized loans meant higher costs to students and families.[77] These trends, combined with steady tuition and fee increases, reflect the shift in the burden of financing higher education to individuals and explain the political steamroller created by President Clinton's proposal for income tax preferences for personal expenditures on postsecondary education.

State grants play an increasingly important, though still limited, role in aiding students. State grants increased steadily in real terms, from $1.3 billion in 1985-86, and less than $2 billion in 1991-92, to around $3 billion in 1995-96.[78] But 1995-96 was not a banner year for the state grant programs. Total grant dollars awarded by the states grew by just 1.6 percent in between 1994-95 and 1995-96, and need-based aid to undergraduates—the key subcategory—increased just 0.6 percent.[79] Figure 9 depicts the sharp decline in the growth rate in this subcategory in 1995-96.[80] Nearly half the states (23 plus the District of Columbia) reported decreases in need-based undergraduate aid.[81] Most cuts were small: Only five states reduced this aid by more than 10 percent. The shift in state support from need-based aid to "merit"-based awards and awards to students studying in particular career fields appeared to continue.[82]

The previous pattern of healthy annual increases in state grants began in the early 1990s as a response to cuts in state appropriations and sharply increased tuition and fees. By 1995-96, with state appropriations recovering and tuition increases moderating, policymakers decided against further large increases in grants. But decreases in federal student aid and the tendency for charges to students to outstrip inflation and family incomes suggest this was a mistaken conclusion.

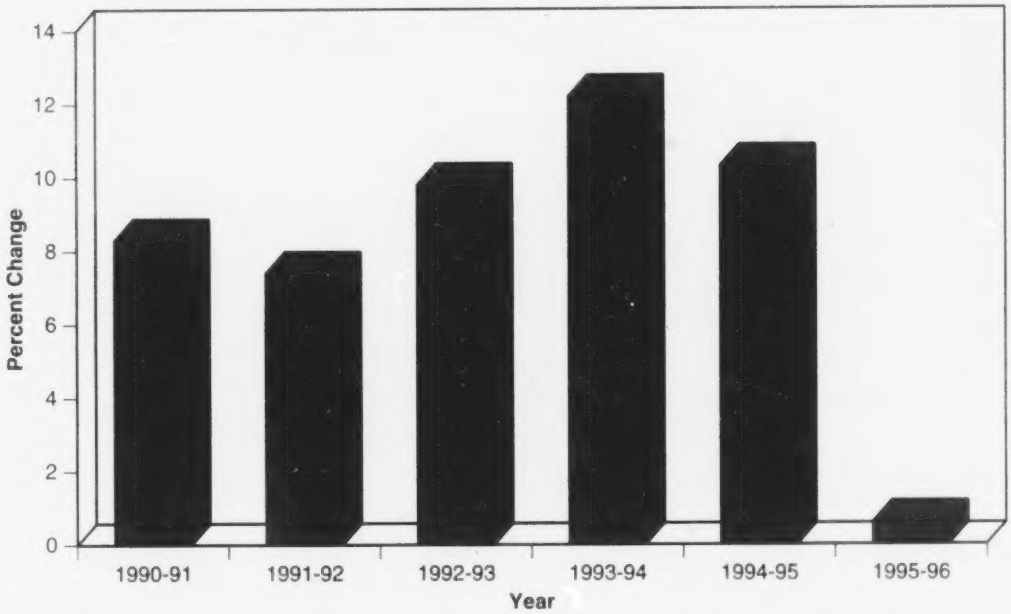
IMPLICATIONS FOR ACCESS AND QUALITY

Recent funding shortfalls constrain the ability of public colleges and universities to respond to student demands for access and specific programs and courses. In 1995-96, applications were up at 44 percent of public institutions and down at only 28 percent, according to a survey by the American Council on Education. Yet more public institutions report decreases than increases in enrollment (39 percent vs. 35 percent).[83] A sample survey of member institutions by the National Association of State Universities and Land-Grant Colleges shows other troubling effects:

- Financial aid requests increased—89 percent.
- Fees increased—86 percent.
- Administrative/staff positions reduced—84 percent.
- Building repairs deferred—64 percent.

FIGURE 9

TREND IN GROWTH RATE OF AGGREGATE STATE NEED-BASED GRANT AID TO UNDERGRADUATE STUDENTS, 1990-91 TO 1995-96



SOURCE: DeSalvatore and Hughes, 1997, 32-33.

- Funds for maintenance and grounds reduced—64 percent.
- Funds for equipment and supplies reduced—64 percent.
- Faculty positions left unfilled or cut—59 percent.
- Programs cut or consolidated—51 percent.
- New construction deferred—49 percent.
- Library acquisitions reduced or eliminated—46 percent.
- Administrative/staff pay frozen—43 percent.
- Instructional workload increased—38 percent;
- Class size increased—36 percent.[84]

The American Association of State Colleges and Universities asked its institutional leaders to "rank the areas of public higher education most hurt by the erosion of funding."[85] The leaders ranked programs and student access first, followed by building maintenance and faculty recruitment. Funding cuts threaten many student access and quality indicators, the study confirmed. The deferral of building maintenance and construction and equipment purchases also portend ill for capacity and quality.

Access, in this study, encompassed concerns about equitable enrollment and degree completion patterns among students of different ethnic and income groups. According to another national study, anxiety among freshmen about college affordability reached an all-time high in 1996.[86] Not surprisingly, these concerns increased rather steadily as parental income declined. They increased most among the lower income groups of students between 1989 and 1995,[87] and were greatest among students attending predominantly Black colleges.

Glaring, persistent ethnic and class differences in baccalaureate degree completions accompany these inequities in freshman matriculation (Figures 10 and 11). The new federal tax credits for college expenses and the upcoming modest increase in Pell Grants may slightly increase total enrollment and degree completion rates, but are unlikely to improve racial and economic inequities. The tax reforms, it appears, will direct the lion's share of benefits to upper-middle income students and their families.[88] The cost of these benefits, combined with continued federal focus on budget balancing, may reduce support for need-based student aid programs that help lower-income and minority students.

OTHER STATE POLICY ISSUES

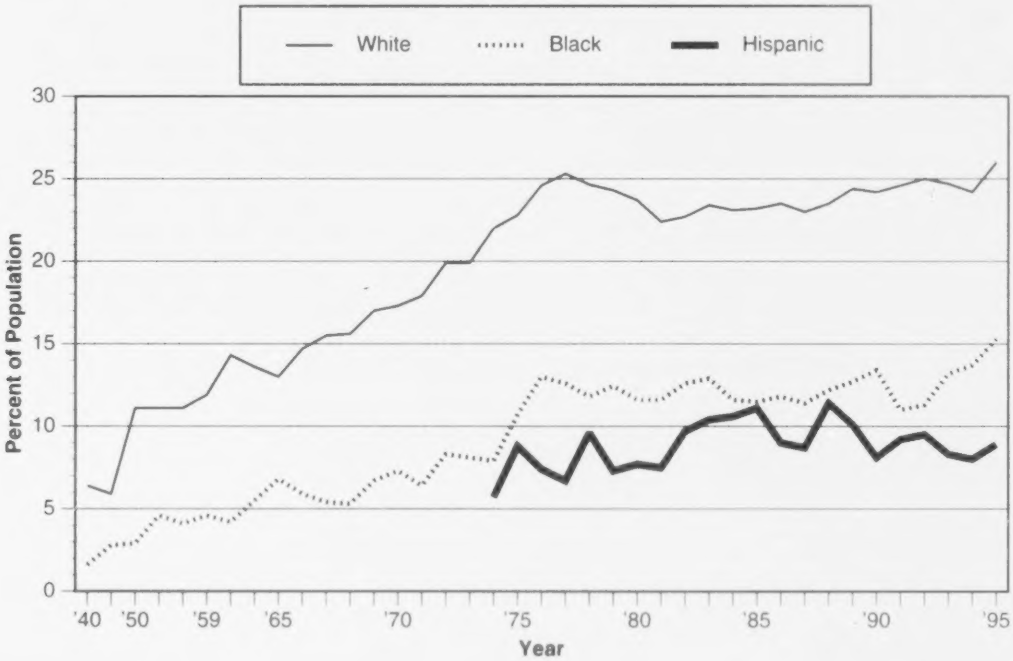
States deliberated several other key policy issues—all linked to fiscal, access, and affordability pressures—in 1996 and 1997. Here's a rundown:

Access, Accountability, and Efficiency

A new axiom dominates the public sector, especially higher education: getting the maximum "bang for the buck."[89] Severely limited tax and tuition revenues, combined with increased demands for service, give rise to this axiom. So does the conviction among many politicians and citizens that the academic sector is inefficient, resistant to change, and "arrogant."[90] Policymakers are asking academic leaders to match resources more closely to missions and goals, measure outcomes, and pursue efficiencies ruthlessly. These policymakers, wishing to increase access to higher education and respond to business concerns, emphasize outreach to students lacking ready access to campuses and employed students with time

FIGURE 10

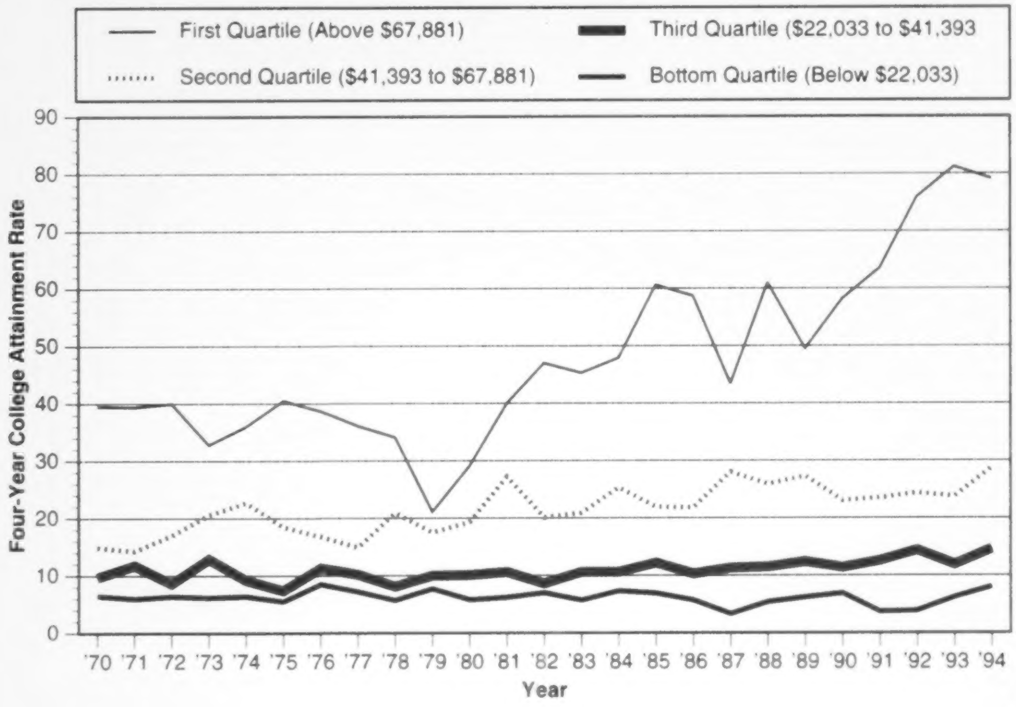
PERCENT OF PERSONS 25 TO 29 YEARS WHO HAVE COMPLETED FOUR YEARS OF COLLEGE OF MORE, BY RACE/ETHNICITY, SELECTED YEARS: 1940 TO 1995



SOURCE: Mortenson, 1997b, 5

FIGURE 11

ESTIMATED CHANCES FOR A BACCALAUREATE DEGREE BY AGE 24 AND BY FAMILY INCOME QUARTILE 1970 TO 1994



SOURCE: Mortenson, November 1995, 1

constraints. Their goal: producing "satisfied customers," assessed and measured within a framework of "accountability."

Several states attempted to tie resources to measured "outcomes": graduation rates, time-to-degree, employment, economic development, and student learning—and to other goals: enrolling targeted students, increasing faculty instructional workload, and implementing new instructional technologies.[91] Other states mandated or strongly encouraged public colleges and universities to develop, report, and improve results on these measures.

States might lose interest in accountability—term limits might even reinforce this tendency in state government— but if the new accountability and efficiency agenda does get implemented, it would truncate traditional academic autonomy. Disputes over this agenda between academic leaders and distrustful state policymakers have already led to abnormal turmoil and turnover in governance structures. State officials expressed strong dissatisfaction with system structures in Kentucky and Alabama,[92] and with coordinating boards or their policies in Tennessee, Texas, and Virginia.[93] Public trustees appointed by recently elected Republican governors, most notably in Minnesota, New York, and Virginia, took a more assertive role in institutional policy and management.[94]

Academic program reviews—Predictably, many states strongly pressured coordinating or governing boards to conduct academic program reviews to identify and justify or eliminate programs seen as duplicative or inefficient—measured by low enrollment, low degree output, or high-cost per degree—or not closely tied to the needs of the state or the mission of the institution. Graduate programs were particularly vulnerable. Louisiana, North Carolina, and Ohio substantially reduced academic programs in recent years; 1997 saw similar moves in Arkansas, Idaho, Illinois, Massachusetts, and Tennessee.[95]

Increased role for community colleges facilitating transfers—Several states have sought to expand the role of community colleges in educating students aspiring to the bachelor's degree. These policymakers believe that smoother transfer from two-year to baccalaureate-granting institutions would reduce per-student costs while accommodating more students,[96] but they do not believe that four-year colleges adequately facilitate student transfers. The colleges are often too choosy about accepting credits and do not provide community college students with consistent, accessible information pertinent to course selection. Nor do two-year colleges consistently counsel would-be transfer students into necessary courses, sometimes because counselors do not know which courses or sections the four-year college would accept.

Some states mandate common academic calendars, course numbering systems, and "core curricula" covering general education courses. Others require four-year institutions to admit community college transfer students and accept their credits, sometimes subject to a grade-point average minimum.[97] But these mandates, critics observe, could undermine academic autonomy and degree quality. Easy transfer threatens curricular coherence and integrity at four-year schools, according to one observer. States, this observer adds, base their mandated transfer policies on a distorted definition of educational quality that focuses "almost exclusively on specific skill acquisition and educational experiences that are 'good enough.' "[98]

Reducing remediation—States have also tried to reduce or cut remediation—campus-based pre-college courses for students deficient in basic academic skills.[99] Again, the states had three motives: "streamlining" higher education to accommodate more qualified students, reducing system costs, and pressuring secondary schools to prepare their graduates adequately for college work. But the lack of accompanying resources for the secondary schools or of a guaranteed successful reform program increases the risk that these policies would disproportionately affect low-income and minority students.

Educational Technology and Distance Learning

Heightened attention to educational technology has resulted in new possibilities that, for different reasons, excite educators and policymakers. Educators, for example, have responded to student and employer calls for instruction in computer-based analytical and communications skills.[100] State policymakers have looked to technology to meet demands for higher education without building new campuses. These policymakers have urged educators to reach out via "distance learning" to students in remote locations, the workplace, or those in metropolitan areas who could not come to campus regularly.

The movement is still in its beginnings, and even the leading states remain in an exploratory mode, noted a new NEA-sponsored report. States are studying emerging technologies, developing plans, collaborations, and governance arrangements, and making some sizeable infrastructure investments.[101] But many key issues remain undecided: faculty incentives and workload, intellectual property arrangements, standard-setting and academic program design, student support services, costs to students, and responsibility for oversight and policy and regulatory control. A parting of the ways looms over resource requirements, educational quality standards, and governance arrangements. Legislatures emphasize per-student cost savings, while academics focus on innovation and maintaining standards. Distance learning has a way to go before serving large numbers of students.

The Western Governors University initiative, begun in 1995, has sought to match students seeking distance learning with courses offered at member institutions. The "university" would facilitate degree attainment by distance learning alone or in combination with traditionally earned credits. With participation from most Western states—but not California, which has its own parallel initiative—WGU would advise and assess students entirely on-line, and would help them to fashion coherent programs. WGU itself would promote the concept and facilitate access for otherwise underserved students, while existing institutions would grant degrees. But this experiment, though intriguing and significant, is meagerly funded. WGU may have minimal immediate impact since substantial, regular legislative funding may require demonstrable workability, adequate capacity, and finalized accreditation.

Prepaid Tuition Plans

Concern about college affordability has resulted in state-legislated assistance to families in planning for and managing higher education costs.[102] "Prepaid tuition" plans offer state-sanctioned incentives for saving to meet college costs. The plans typically permit parents to invest, ideally beginning when children are young, in state-run funds that manage the savings and reinvest tax-deferred returns.

Some states have shifted the tax liability on withdrawals from parents to students, who are typically in a lower tax bracket.[103] States have usually tried to keep pay-in requirements—often monthly payments—small enough for many citizens to participate but large enough to cover estimated tuition costs at the time of enrollment. Some states have guaranteed to cover future tuition costs at state institutions if parents make the stipulated payments. But, unlike in the 1980s versions of these programs, many other states balk at making this guarantee.

States have also used more conservative assumptions about long-term investment returns. In May 1997, 13 states operated tuition prepayment plans—Maryland, New Mexico, and West Virginia enacted plans in 1997—and 21 more considered the possibility.[104]

Prepaid tuition plans are designed to meet the powerful demand on elected officials, particularly from middle-income citizens, for help in paying for college. Several analyses conclude that these state-subsidized programs offer the most aid to the middle class.[105] Low-income citizens rarely have the discretionary income to take advantage of the programs and are less likely to foresee their children attending college.

The programs have several other drawbacks. States that defer or waive income tax on earnings from college savings would forego substantial current revenue if the programs proved attractive. If inflation in college charges outpaces investment earnings—a strong possibility in light of the many budgetary pressures on states—these states might incur financial difficulties when students seek to cash in their tuition chits. States can minimize these difficulties by declining to guarantee full coverage of participant costs. But a large gap between the value of a family's state-sanctioned investments and public college charges would be politically problematic.

Affirmative Action

Most minority groups continue to participate in and graduate from college at lower rates than whites. Despite this discrepancy, Congress and the federal courts have spurred a backlash against affirmative action policies, notably in graduate professional school admissions. Two states also contributed to the backlash. In California, the University's Board of Regents, supported by the governor, ended affirmative action in admission to all programs at the University of California. Texas also ended affirmative action in response to a circuit court decision that currently applies only to Texas and two other states.[106] Other states may follow suit, by gubernatorial or legislative action, citizen initiative, or court action.[107] Preliminary data show drastically reduced minority enrollments in states that terminated affirmative action programs.[108]

President Clinton supports affirmative action admission policies as essential to building a successful, diverse, equitable society.[109] His leadership has probably helped to support the many on campuses with similar beliefs. But the outcome of federal court cases now in progress will probably determine the future of affirmative action.[110] Negative decisions could not only render these policies ineffective, but, given the current make-up of Congress and of many state legislatures, could set off legislative moves to bury such policies for many years.

CONCLUSION

Higher education, a key to prosperity and social comity in the twenty-first century, faces mixed prospects. Healthy economies meant a moderately good short-run fiscal outlook, at least relative to the early 1990s. But this calm should not lull the academy into somnolence. The current recovery in state support is decidedly weaker than in earlier periods of prolonged prosperity. Competing spending demands show few signs of abating. Citizens and elected officials resisted tax and spending increases or demand tax cuts. Higher education is squeezed between hard-to-resist claims on the state treasury from Medicaid, corrections, K-12 education, and welfare reform, and fiscal lids imposed by legislators and voters.

Citizens value higher education, but want greater affordability and efficiency. Accountability requirements increasingly link critically needed state appropriations to the "performance" of institutions on state-mandated indicators. Critical policymaking is emerging in this arena as policymakers realize that devising sound performance indicators requires input from institutions, including faculty.

Colleges and universities look to students and their families to make up for lagging government funding, particularly during periods of economic stagnation. But this approach—resulting in reduced participation and degree completion by lower-income and minority populations and dissatisfaction among others forced to pay more—reached the limits of political feasibility since real personal incomes are not growing.

Given the increased numbers of high school graduates seeking postsecondary education, the next economic downturn may exert extreme fiscal pressures on higher education. States will struggle to cope with increased spending demands that usually accompany recessions— Medicaid, prisons, and public assistance—just as their revenues fall off. If history is a guide, state budgetmakers will look to higher education for funds to reallocate to these pressing needs.

Administrators and faculty should look hard at how they do things and at opportunities provided by technological advances and modest innovation funds. We must serve our students well and efficiently under different, trying conditions. If we do not, those paying the piper will likely seek to call the tune. We may not like the music.

NOTES

[1] States faced legal mandates in many fields—matching federal Medicaid funding, adequately providing for public schools, and humanely housing prisoners incarcerated under mandatory sentencing laws, for example.

[2] The president and congressional leaders agreed on the outlines and magnitude of tax credits for higher education expenses as part of the five-year budget-balancing agreement, but details remained unannounced at the time of writing.

[3] Except where indicated, analysis and statistics cited in this section are drawn from the periodic publications of DRI/McGraw-Hill's U.S. Economic Service, mainly the monthly *Review of the U.S. Economy.*

[4] DRI/McGraw-Hill, 1997, i.

[5] Ibid. In late July 1997, Federal Reserve Chairman Alan Greenspan, predicted growth in the 3.00-3.25 percent range for 1997, with a drop back to 2.0-2.5 percent in 1998 ("Hopeful Greenspan delights markets," 1997).

[6] Brinner and Wyss, 1997, 6.

[7] Ibid., 7. These analysts adamantly disagreed with the claim that the era of business cycles—and recessions— has ended (4-5).

[8] Meyerson, 1997. This rate bounced back up to 5.0 percent in June.

[9] DRI/McGraw-Hill, iii.

[10] Brinner and Wyss, 4.

[11] Except as noted, this discussion draws heavily on Johnson et al., 1997.

[12] Ibid., 30. The national job growth figure for 1996 was a strong 2.1 percent. DRI uses nine regions: *New England*—Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont; *Middle Atlantic*—New Jersey, New York, Pennsylvania; *South Atlantic*—Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia; *East North Central*—Illinois, Indiana, Michigan, Ohio, Wisconsin; *East South Central*—Alabama, Kentucky, Mississippi, Tennessee; *West North Central*—Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota; *West South Central*—Arkansas, Louisiana, Oklahoma, Texas; *Pacific Northwest*—Alaska, Idaho, Montana, Oregon, Washington, Wyoming; *Pacific Southwest*—Arizona, California, Colorado, Hawaii, Nevada, New Mexico, Utah.

[13] The Middle Atlantic states showed just 0.8 percent employment growth.

[14] Ibid., 29-30.

[15] McIntire, 1996a, 14-17 and 27-33. McIntire drew on data collected by the Advisory Commission on Intergovernmental Relations.

[16] National Governors' Association and National Association of State Budget Officers, 1997, 9.

[17] Mackey, 1997, vii, and National Governors' Association and National Association of State Budget Officers, 11.

[18] Boyd and Davis, 1997, 1-3. The authors, based at the Center for the Study of the States at SUNY Albany, noted that the aggregates they used were not entirely consistent from state to state. In most cases, they included general fund revenues only (3).

[19] Aggregate state revenue gained 7.3 percent in the second quarter of 1996 and 6.2 percent in both the third and fourth quarters (Boyd and Davis, 2).

[20] National Governors' Association and National Association of State Budget Officers, 1997, 9.

[21] Snell and Perez, 1996, vii.

[22] The data cited in these paragraphs come from National Governors' Association and National Association of State Budget Officers, 12-13. The data include year-end general fund balances and balances in budget stabilization accounts ("rainy day" funds).

[23] This figure, based on governors' proposed budgets, could increase, depending on factors such as legislative actions during 1997. With Republican governors in the ascendancy in the majority of states, the budgets of the governors have tended to be more conservative than enacted appropriations.

[24] The 1996 federal welfare reform legislation converted the Aid to Families with Dependent Children (AFDC) program to Temporary Assistance for Needy Families (TANF) as of August 1, 1997.

[25] Mortenson, 1997c prepared the graph from state data collected by the National Conference of State Legislatures (NCSL) in fall 1996.

[26] The robust economy and recent policy changes helped to reduce the welfare rolls.

[27] Governors asked for increases in state spending on K-12 education totaling 5.9 percent for FY 1998 (Liebschutz, Schneider, and Boyd, 1997, 2-3).

[28] National Governors' Association and National Association of State Budget Officers, 1997, 3. This publication did not provide figures for the other major policy areas shown in Figure 4.

[29] See, for example, Bloom, 1987; Bennett, 1987; Sykes, 1988; Smith, 1990; Zemsky, 1990; and D'Souza, 1991.

[30] During this period, states also felt the fiscal effects of several new federal mandates for increased Medicaid coverage (Lemov, 1995), and began to see the impact of lengthened criminal sentences on prison costs ("Three Strikes ...," 1994).

[31] Snell and Perez, 20.

[32] Ibid., which cites U.S. Department of Education projections; also Liebschutz, Schneider and Boyd, 1997, 2.

[33] Liebschutz, Schneider, and Boyd, 1-2, 6-10.

[34] National Governors' Association and National Association of State Budget Officers, 1997, 3. These are February 1997 Congressional Budget Office projections. The steady increase in the average age of the Medicaid-eligible population, which includes many elderly, explains most of the increase in the growth rate.

[35] A federal Bureau of Justice Statistics report showed a 5 percent increase in state and federal prisoners in 1996, continuing a decade-long surge in prison populations from about 500,000 in 1985 to 1.18 million at the end of 1996 (Sniffen, 1997, A3). The United States trailed only Russia in the rate at which its population is incarcerated. A reduction in early releases, noted the report, greatly contributed to this increase; prisoners averaged longer sentences.

[36] Snell and Perez, 1996, 26-27. General fund spending did not usually include the full effects of capital expenditures for new prisons under construction in nearly every state.

[37] Ibid.

[38] Gest and Pope, 1996; Shapiro, 1997. A rapid increase in the size of these groups will begin in a few years.

[39] "Report: Build Colleges, Not Prisons," 2. This article cited a recent report by analysts at the Justice Policy Institute. The rapid growth in prison spending by states, argued the authors, was squeezing out support for higher education.

[40] Snell and Perez, 28.

[41] This analysis draws on Super et al, 1996, and McIntire, 1996b, but these authors are not responsible for conclusions drawn.

[42] At this writing, Congress and state capitals were negotiating the terms of limits on college attendance by welfare recipients. Some college attendance was likely to be permitted under federal law as "vocational training" to prepare for work, but probably for no more than a year—not time enough for most students to complete an associate degree. States might or might not take full advantage of these limited opportunities provided under federal law given the financing available (Lederman, 1997d).

[43] The decline in the welfare caseload caused by the economy made the initial federal block grants appear ample to most states (Walters, 1997). But the grants will look less attractive in the future, since their level funding took no account of inflation, population growth, or increased caseloads stemming from any economic dip.

[44] The reform did not adequately address long-term child care and health care subsidies. Beyond the planned transition period, how will low-wage mothers afford to meet these needs for their children? Absent a well-thought-out provision, many parents will likely risk their jobs to attend to sick or uncared for children, take them to emergency rooms for medical care, and engage in other understandable behaviors that undermine the goals of the reform. The alternative—child neglect—is likely to cost society more than welfare dependence.

[45] Trombley, 1997. Former City University of New York Chancellor W. Ann Reynolds organized a coalition of college presidents protesting policies that denied welfare recipients the opportunity to seek postsecondary degrees (Reynolds, 1997). Some two-year colleges will provide short-cycle work-readiness programs, including resume writing and job search skills, to welfare recipients.

[46] This view is consistent with the "race to the bottom" argument, which holds that, given the opportunity, states will maximize welfare spending cuts to become more attractive to businesses and upper-income taxpayers (Chernick and Reschovsky, 1996; Ehrenhalt, 1997).

[47] Table 3 shows changes in state appropriations for higher education for 1997 compared to 1996. No systematic data were yet available on FY 1998 state appropriations to higher education.

[48] Texas, which had a slight negative growth rate (–0.2 percent), dominated the figures for the Southwest.

[49] Absolute declines: Alaska, Kansas, Mississippi, New Hampshire, Texas, and Wisconsin; gains less than 1 percent: Alabama, Delaware, Pennsylvania, South Dakota, and Vermont; between 1 and 2 percent: Arkansas, Hawaii, Iowa, and Maine.

[50] Hines and Higham, 1997. This data set disaggregated state higher education funding into several categories, when possible, and compared two-year growth in these categories to growth in total higher education appropriations. This analysis provided a sense of states' priorities within higher education. The data cited excluded capital funding and funds provided by local sources and tuition.

[51] State support for two-year colleges outstripped total higher education funding in two-thirds of these states.

[52] The student-aid gain exceeded the total gain in 19 of these 35 states.

[53] Four-year institutions dominate these categories.

[54] Mortenson, 1996a. Mortenson relied on the data on state appropriations to higher education collected by Hines and Higham and their predecessors.

[55] This 3 percent decline in the share of income spent on higher education occurred in a year when higher education's share of state general fund spending slightly increased, for the first time in many years. State spending as a whole fell as a proportion of national income.

[56] Ibid., 7. Such trends are usually reversed before reaching such drastic turning points, but some observers called for privatizing much of higher education. For an analysis, see Breneman, 1997.

[57] Academe's share of state and local expenditures decreased in 10 of these 12 years. The data cited in this paragraph come from Mortenson, 1996c. Local expenditures are relevant because many states provide substantial support for community colleges from local funds and because state and local revenue authority are typically closely intertwined.

[58] Mortenson, 1996c, 8. These figures primarily represented federal support for student aid, excluding research and other noninstructional federal support.

[59] Ibid., 8-9. This data series goes back to 1952. The latest year available to Mortenson was 1994.

[60] Trachtenberg, 1997.

[61] MGT of America and Elway Research, 1995; Immerwahr, 1997.

[62] The Western Interstate Commission on Higher Education compiled the data.

[63] U.S. Department of Education, 1996, ix-xi. This is the "middle alternative" projection. The high and low projected enrollment increases were 27 percent and 3 percent, respectively.

[64] Macunovich, 1997.

[65] On the increasing diversity of the student body, see Western Interstate Commission on Higher Education (1991).

[66] Between 1980 and 1996, average tuition at public four-year colleges and universities increased by 256 percent, while the Consumer Price Index grew by just 79 percent (Christal, 1997b, 1). Thus, by 1997, the cost of four years of attendance at a typical public institution, including room, board, and other educational expenses, approached the median household's annual income, which had changed little for many years (Institute for Research on Higher Education, 1997, 46-47). Even taking the effects of financial aid into account, the price of a four-year independent higher education climbed well beyond the median annual income (Ibid.).

[67] The averages in Table 4 were weighted by the enrollments at institutions. For public institutions, the averages applied to *state-resident* undergraduate tuition and required fees. States tended to raise less politically sensitive nonresident and graduate tuitions somewhat more rapidly (Washington

Higher Education Coordinating Board, 1997, Tables 1-10).

[68] Institute for Research on Higher Education, 1997; "Anxiety Over Tuition ...," 1997.

[69] "A federal panel ...," 1997.

[70] Christal, 1997b; Healy and Schmidt, 1997.

[71] Washington State Higher Education Coordinating Board, 1997.

[72] State ranks in terms of rate of increase tended to be similar across all three sectors.

[73] Four states reported double-digit increases in resident undergraduate tuition at public universities; eight states had double-digit growth rates at community colleges.

[74] Students in New York will fare even better in 1997-98, despite initial threats of sharp budget cuts and tuition hikes (Schmidt, 1997b).

[75] College Board, 1996b, 4. These figures were calculated from "estimates" for 1994-95 and "preliminary" figures for 1995-96.

[76] Grants as a percentage of all student aid (including state and private aid) reached a recent peak of 51.4 percent in 1991-92, but fell to 41.8 percent by 1995-96, according to College Board estimates (Ibid., 10). The decline resulted from a substantial relaxation of rules restricting federal direct and guaranteed loans in the 1992 Higher Education Act amendments. Total loan volume jumped 65 percent since these changes (Ibid., 3).

[77] Ibid., 3.

[78] Ibid., 4-5, 12. 1996 federal grants=$6 billion; total aid=$50 billion.

[79] DeSalvatore and Hughes, 1997, i. This study is the definitive annual survey of state aid programs. Nearly 99 percent of state grant aid went to undergraduates and approximately 85 percent was need-based. Just five states—California, Illinois, New Jersey, New York, and Pennsylvania—accounted for about 60 percent of total state grant aid. Many states provided only minimal support.

[80] Partial, preliminary data on state appropriations for need-based aid to undergraduates suggested some recovery in this category in 1996-97 (Mortenson, 1996b, 15). The latter survey was apparently conducted in summer, 1996 and was limited to the major aid programs in 29 states and Puerto Rico. Total anticipated aid spending by these programs was 4.5 percent higher than the comparable 1995-96 figure, but the figures from this survey for previous years do not correspond closely with the final, national figures reported annually by the National Association of State Student Grant and Aid Programs (NASSGAP).

[81] Calculated from DeSalvatore and Hughes, 32-33.

[82] Schmidt, 1997f. Methodological comparability limitations in the annual surveys make this trend somewhat unclear.

[83] El-Khawas and Knopp, 1996, 46. In contrast, many more independent institutions reported increases (52 percent) than decreases (32 percent) in enrollment.

[84] National Association of State Universities and Land-Grant Colleges, 1996, 8-9. The February 1996 survey sampled 50 institutions, designed to be geographically representative of NASULGC members; 44 responded. Figures shown are the percentage of survey respondents giving the indicated response.

[85] American Association of State Colleges and Universities, 1996, 3.

[86] Geraghty, 1997. This research program, the annual Freshman Survey conducted by the UCLA Higher Education Research Institute under the sponsorship of the American Council on Education, has surveyed a large, nationally representative sample of first-time, full-time college freshmen since 1966.

[87] Mortenson, 1996d. The increase was greater among the second-lowest and middle parental income quintiles than among the lowest quintile, probably because the poorest were more likely to receive grant aid. Even the highest two income quintiles showed increased concern about affordability.

[88] Burd, 1997.

[89] Osborne and Gaebler, 1992; U.S. Congressional Budget Office, 1993; Ammons, 1995. Similar ideas earlier pervaded the business sector; these powerful interests wanted to see them applied to government and higher education as well (Schmidt, 1996; 1997d; Levine, 1997).

[90] The recent outpouring of literature critical of higher education's prevailing mores and educational and business practices fed these perspectives. See, for example, Bloom, 1987; Sykes, 1988; Zemsky and Massey, 1990; and Levine, 1997.

[91] Schmidt, 1996; 1997d. South Carolina moved toward basing all state funding for higher education on performance on a complex set of indicators. Florida had similar plans. But most states with budget-linked accountability programs designed at only a small proportion of higher education funding to be earned for performance on specific indicators (Schmidt, 1996; Christal, 1997a).

[92] On Kentucky, see Healy, 1997b and Strosnider, 1997b. On Alabama, see Haworth, 1997.

[93] See Schmidt, 1997c, on Tennessee; Healy, 1997d on Texas; and Guernsey, 1997, on Virginia.

[94] Healy, 1996b. See Magner, 1997, on Minnesota; Schmidt, 1997a, on New York; and Healy, 1997e, on Virginia and other states.

[95] These reports are from Schmidt, 1997g.

[96] The points in this paragraph are drawn primarily from Schmidt, 1997e.

[97] States with mandated admission of community college transfers included Alabama, Arizona, Connecticut, Florida, Ohio, and, most recently, Texas (Ibid.).

[98] Quoted in Ibid. The official was James R. Mingle, executive director of the State Higher Education Executive Officers Association.

[99] See, for example, McMillan, 1997; Schmidt, 1997a; "The time and money ...," 1997.

[100] Enghagen, 1997. This volume surveyed educational and legal issues associated with educational technology and distance education.

[101] Ruppert, 1997. Ruppert identified the leading states as Arizona, Colorado, Florida, Georgia, Iowa, Minnesota, North Carolina, Ohio, Texas, Utah, and Washington (vii).

[102] This section is based largely upon Levey, 1995; and Healy, 1996a; 1997c.

[103] A 1997 federal law made this possible. In April 1997, a bipartisan group of U.S. senators introduced a bill to exempt such withdrawals from taxes altogether (Healy, 1997c). Federal tax liabilities, strongly asserted by the Internal Revenue Service and ultimately upheld by the courts, had short-circuited an earlier movement toward prepaid tuition plans in the 1980s.

[104] Ibid. Some states offered different state-sanctioned investments and tax incentives, such as "college savings bonds."

[105] Healy, 1996a; "Prepaid tuition programs ...", 1997. The federal General Accounting Office and the American Association of State Colleges and Universities conducted two key studies.

[106] Lederman, 1997b.

[107] Healy, 1997a; Lederman, 1997c.

[108] Lederman, 1997a. Texas recently changed public college admissions policies drastically, in part to insure the admissions eligibility of reasonable numbers of minority high-school graduates (Healy, 1997d). But how these policies will work out in practice remained unclear.

[109] Strosnider, 1997a.

[110] Lederman, 1997b.

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Faculty Benefits: Identifying Family-Friendly Campuses

by Jay L. Chronister

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For a decade, financially constrained colleges and universities have devised creative measures to control spiraling benefit costs. The rate of increase is finally slowing down, and many institutions are revisiting their faculty and staff benefit programs and personnel policies. The new goal: making these programs and policies more family-friendly.

This chapter addresses:

- the growth of work-family programs.
- changes in benefit costs during the 1990s.
- how to determine retirement income goals and needs.
- full-time employee participation in pension and health care plans.

WORK-FAMILY PROGRAMS: TOWARD FAMILY-FRIENDLY CAMPUSES

The workforce participation rate of women substantially increased since mid-century. So did the proportion of children under six living in households where the mother worked outside the home—from 12 percent to 62 percent between 1950 and 1994. In 1994, 40.9 percent of America's 66.7 million children lived in two parent families where both parents worked, 20.3 percent lived in two-parent families with one working parent, 15.5 percent lived in families in which the sole parent worked, and 5.6 percent lived in a one- or two-parent family in which the parent or parents were unemployed.[1]

Most colleges provide "statutory" benefits, "standard" voluntary benefits, and "support" benefits for faculty and staff members .[2] Until recently, attention centered on the large ticket items in the first two categories: medical and dental plans, retirement plans, Social Security, and group life insurance. But demographic change has led to increased attention to benefits that support the family responsibilities of working parents, including maternity and paternity leave programs, and child care.

For qualified employees, the Family Medical Leave Act of 1993 provides for up to 12 weeks per year of unpaid leave due to childbirth or serious illness of a spouse or immediate family member.[3] This law resulted in piecemeal provision of support benefits. About 83.2 percent of all institutions provide maternity leave, and 61.0 percent offer paternity leave—

but only 29.4 percent provide day care.[4] Many colleges permit women faculty members to stop their tenure clocks to accommodate childbirth and child-care. Some institutions have also established flex-time programs.

But these changes in personnel policies and benefit offerings are just precursors to the latest developments. The recent period of financial uncertainty, downsizing, and business mergers, combined with a heightened awareness of changing demographics, has brought campus and corporate attention to work-family issues. Many colleges and universities have recently added new benefit programs and modified existing personnel policies to accommodate family needs. These benefits and policies are often called "work-family" or "work-life" personnel actions. [5]

TABLE 1

MOST PREVALENT FAMILY-WORK POLICIES ADOPTED BY 40 PERCENT OR MORE OF LEADERSHIP CAMPUSES

Policies	Percent of Leadership Campuses Offering
Family Leave	100
Extended leave to care for sick children	100
Occasional days off to care for children	100
Part-time work schedules	99
Faculty sabbatical	98
Flex-time	97
Phased return from leave	95
Time off for children's school functions	93
Employee Assistance Program (EAP)	90
Flexible spending accounts	89
Wellness programs	88
Workshops on family topics	84
Compressed work weeks	82
Faculty can start and stop tenure clock	80
Tuition assistance	79
Handbook on work-family policies	78
Job sharing	76
Child care center	72
Child care referral list	71
Work at home/telecommuting	68
Faculty can reduce workload for dependent care	68
Training/guidance to supervisors on work-family issues	65
Family health plan subsidies	62
Phased retirement	59
Child care referral counseling	55
Summer camp	53
Extended leave for sick adult dependents	53
Relocation services	52
Occasional days off for sick adult dependents	50
Time off for care of domestic partners	48
Support groups on work-family issues	48
Elder care referral counseling	48
Elder care referral list	45
Periodic work-family surveys	45
Designated work-family staff	45
Flexible benefits	44
Resource library on work-family issues	43
Long-term care insurance	40
Time off for care of domestic partners—(with pay)	40

SOURCE: Adapted from D.A. Friedman, C. Rimsky, and A.A. Johnson, College and University Reference Guide to Work-Family Programs. *(New York, NY: Families and Work Institute, 1996), 40-41*

The Work-Family Study, a national survey of work-family initiatives, identifies "leadership campuses" with "family-friendly" policies and programs for faculty, staff, and students (Table 1).[6] Doctoral level, public institutions in urban areas with large budgets and large student bodies are most likely to be leadership campuses, but all types of institutions are represented.[7] Leadership institutions make greater efforts to diversify staffing and to target the advancement of women and minorities. These colleges link recruitment and advancement efforts to family-work initiatives, including family leave programs, faculty sabbaticals, child care centers, tuition assistance, and wellness programs.[8]

These support benefits are aimed more at "community building" and creating a "receptive work-family culture" than at providing current or future financial security. Leadership institutions mesh support benefits with cost implications, including child-care programs, flex-time schedules, flexible spending accounts, and leave programs, with low- or no-cost work-family initiatives, including workshops, support groups, and handbooks. They also designate staff to assist, train, and guide supervisors on work-family issues. The intended result: a supportive workplace that improves faculty and staff stability, and increases productivity and morale.

Here's a rundown of significant, replicable work-family initiatives uncovered by the Work-Family national survey:

- San Juan College offers an on-site development center that provides quality early education and child care services for up to 60 children of students, faculty, and staff—children from the community are admitted on a space available basis. The Center aims to provide quality, affordable half-day and full-day child care that helps to eliminate the barriers to higher education for students with children, and to provide a center for training and field experience for the college's Early Childhood Education Program.[9]

- The Comfort Zone at Iowa State University was licensed to care for up to eight children at a time who are prevented by mild illness from attending their regular child care arrangements. The facility serves children of faculty, staff, and students from six months to 12 years of age. The University Community Child Care Center, an on-campus, nonprofit, independent unit administers the center.[10]

- The Emergency Well Child Care Service at Michigan State University offers care when the regular provider is unavailable or other short-term child care needs arise. The university contracts for three spaces a day with the private nonprofit organization that runs the on-site child care center. The free service is available to faculty, staff, and students for up to three days per year. Children have to be free of communicable illness and capable of participating in regular child care center activities. The cost to the university: about $18,000 per year.[11]

- The University of Michigan's Elder Care Resource and Referral Program assists faculty, staff, and students with care for aging family members. The university's Family Care Resource Program coordinates the service by providing counseling, information, and referrals on elder care issues. Many requests for information and assistance involve care for relatives living far from the institution, so the program emphasizes referral to social workers, nursing homes, in-home health care providers, and other residential care facilities. The university also offers seminars and support groups to assist elder caregivers.[12]

- The School-Work Adjustment Policy, an option in the flex-time policy of Dakota State University, allows permanent employees to miss work for up to three hours every two weeks to volunteer in K-12 school activities. Faculty or staff members have to assist children actively (not merely attend an event) to obtain written approval in advance, and to make up the time away from work.[13]

Some institutions, notes the Work-Family Study, have developed comprehensive work-life services. The University of Montana established the Family Care Services Program (1993) to "help University of Montana faculty and staff identify and use available resources that will aid them in caring for family members, thus remaining productive and satisfied employees." Services include family leave, dependent care sick leave, family business leave, a sick leave fund, and direct sick leave grants. The university views resource and referral as program cornerstones.[14]

The Work-Family Study identified 11 institutions that provide domestic partner benefits to bring equity to the provision of benefits and to address work-family issues.[15] These campuses are more likely independent than public, since providing these benefits on public campuses often requires a change in state statutes defining a spouse or dependent, or a judicial interpretation of seemingly conflicting state statutes.[16]

These examples illustrate but a few initiatives that help faculty, staff, and students balance their family, employment, and educational obligations and opportunities. Many initiatives address institutional needs to recruit and retain faculty and staff. Others enhance the ability of student-parents to pursue educational opportunities by reducing financial barriers and child care constraints; a third group attempts to comply with government regulations. But all institutions with comprehensive programs appear to acknowledge their ability to enhance a sense of community on campus and to build a "family-friendly" environment.

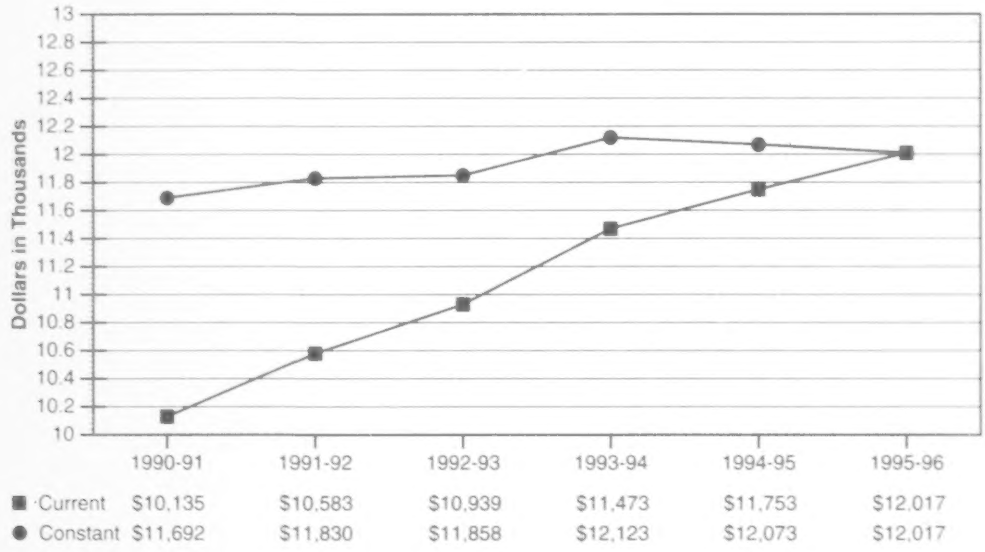
PROGRESS ON THE BENEFITS FRONT: WHAT ABOUT COSTS?

Between 1990-91 and 1995-96, average salaries for 9/10 month faculty at public institutions increased 15 percent in current dollars; benefits costs increased by 18.6 percent (–0.3 percent and 2.8 percent, respectively, in constant 1995 dollars). At independent institutions, salaries increased 19.7 percent in current dollars; the cost of benefits grew by 23.6 percent (3.8 percent and 7.2 percent, respectively, in constant dollars).[17] (See Figures 1 and 2).

An analysis of faculty benefit costs cannot be separated from the adequacy of total compensation for faculty and staff. In describing the adequacy of faculty compensation in 1995-96, 33 percent of respondents to the *Campus Trends 1996* survey rated their institution excellent or very good (public institutions–36 percent; independent institutions–28 percent). The research/doctoral universities showed a sharp distinction: public–26 percent; independent–64 percent.[18] Twenty-six percent of the surveyed institutions gave fair or poor ratings to their compensation packages (public–25 percent; independent–27 percent). The research/doctoral campuses again divided sharply: public–40 percent; independent–15 percent. Benefit costs consumed 24.9 percent of the average institutional compensation budget in 1995-96 for faculty members on 9/10 month contracts, a 0.3 percent decline from 1994-95 (Table 2). The greater rate of salary growth accounts for the slight decline in this

FIGURE 1

CHANGES IN AVERAGE BENEFIT COSTS AT PUBLIC INSTITUTIONS IN CURRENT AND CONSTANT DOLLARS*, 1990-91 TO 1995-96



	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96
■ Current	$10,135	$10,583	$10,939	$11,473	$11,753	$12,017
● Constant	$11,692	$11,830	$11,858	$12,123	$12,073	$12,017

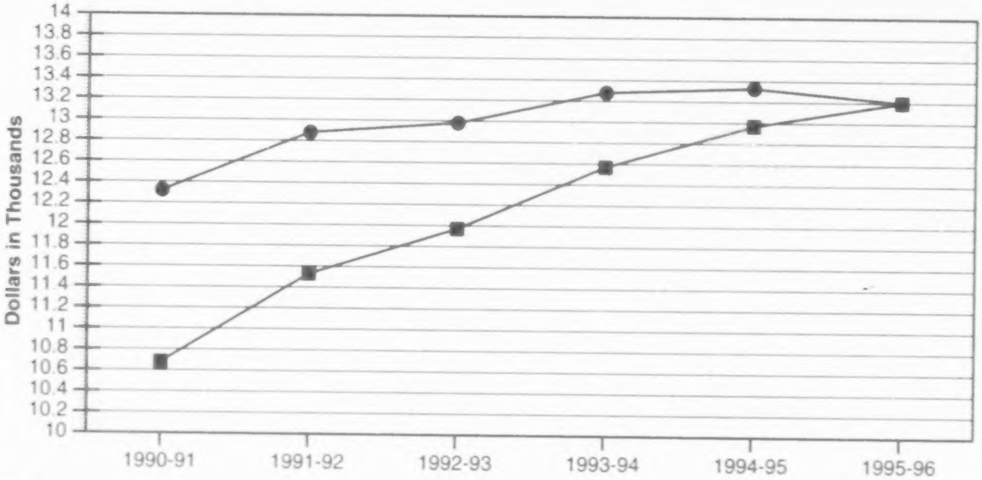
SOURCE: NCES, IPEDS Salary Surveys, 1990-91 through 1995-96.

NOTE: Based on 48.9 percent of the NEA National Faculty Salary Universe reporting data in all years.

** In constant 1995 dollars.*

FIGURE 2

CHANGES IN AVERAGE BENEFIT COSTS AT INDEPENDENT INSTITUTIONS IN CURRENT AND CONSTANT DOLLARS*, 1990-91 TO 1995-96



	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96
■ Current	$10,683	$11,530	$11,975	$12,572	$12,977	$13,208
● Constant	$12,324	$12,889	$12,981	$13,284	$13,330	$13,208

SOURCE: NCES, IPEDS Salary Surveys, 1990-91 through 1995-96

NOTE: Based on 48.9 percent of the NEA National Faculty Salary Universe reporting data in all years

** In constant 1995 dollars*

percentage. Benefits as a percent of salary differed slightly by type and control of institution (public–24.8 percent, down 0.01; independent–25.3 percent, down 0.06). Independent BA institutions showed the highest benefit costs as a percent of salary (26.5 percent) and public doctoral institutions, the lowest (23.8 percent). Independent doctorals had the highest average dollar costs for benefits ($15,312); independent AA colleges, the lowest ($7,759)

The average cost of benefits as a percent of salary for faculty on 11/12 month contracts at public and independent institutions—23.4 percent in 1995-96—was 1.0 percent lower than the 1994-95 average. Average expenditures for salary and benefits were higher by type of institution in the public sector in 1995-96 than in the comparable independent sector institutions. Average costs as a percent of average salary ranged from 32.1 percent at public BA colleges to 22.5 percent at independent AA and public doctoral institutions (Table 3). Public BA+ institutions showed the highest average expenditures for benefits ($15,523); independent AA's, the lowest ($8,420).

Tables 4 and 5 show average costs of specific benefits for faculty members on 9/10 month and 11/12 month contracts, respectively. Social Security taxes, retirement contributions, and medical and dental coverage expenditures continued to consume the major share of average benefit costs at public and independent institutions. Except for doctoral level institutions, public colleges and universities tended to have the higher average expenditures for retirement and medical/dental plans for faculty on 9/10 month contracts (Table 4).[19]

Average expenditures for retirement as a percent of total benefit costs were higher at all types of public institutions (Example: public doctorals–42.6 percent = $5,386/$12,648; independent doctorals–36.0 = $5,473/$15,183) (Table 4). Expenditures by independents for

TABLE 2

AVERAGE SALARY, AVERAGE BENEFITS, AND BENEFITS AS A PERCENT OF AVERAGE SALARY, FACULTY ON 9/10 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1995-96

		Control		
Type	Compensation Category	Public	Independent	Average
AA	Salary ($)	42,040	32,423	41,841
	Benefits ($)	10,687	7,759	10,626
	Benefits (% of Salary)	25.4	23.9	25.4
BA	Salary ($)	42,024	41,893	41,926
	Benefits ($)	11,009	11,105	11,081
	Benefits (% of Salary)	26.2	26.5	26.5
BA+	Salary ($)	47,100	43,793	45,885
	Benefits ($)	12,349	11,086	11,878
	Benefits (% of Salary)	26.2	25.3	25.9
Doctoral	Salary ($)	53,209	61,295	55,441
	Benefits ($)	12,687	15,312	13,411
	Benefits (% of Salary)	23.8	25.0	24.2
AVERAGE	Salary ($)	48,600	51,503	49,423
	Benefits ($)	12,036	13,027	12,317
	Benefits (% of Salary)	24.8	25.3	24.9

SOURCE: NCES, IPEDS Salary Survey, 1995-96

NOTE: Based on 71.5 percent of NEA's faculty salary universe (2,323 institutions) reporting benefits data.

guaranteed disability income (except at the AA level), tuition plans, housing plans, unemployment compensation, and group life insurance (at BA+ and doctorals) significantly exceeded expenditures for these benefits at public sector counterparts. Public institutions, on average, spent significantly more for retirement benefits and medical and dental plan benefits (doctorals excepted) for faculty members with 11/12 month contracts (Table 5).

Employee contribution requirements for retirement and medical and dental plan benefits, where they existed, affected the average institutional benefit expenditures per faculty member. Partial subsidies that required a fixed percentage or dollar amount employee contribution were more common than full subsidies. In 1992-93, 23.9 percent of institutions offering the TIAA-CREF pension plan for their full-time permanent instructional faculty fully subsidized the benefit payment; 60.1 percent partially subsidized the payment.[20]

The nature of the subsidy varied by type and control of institution. In 1992-93, for example, a larger percentage of independent research and doctoral institutions were likely to offer full subsidies (research: independent–36.0 percent, public–20.0 percent; doctoral: independent–29.8 percent, public–21.7 percent.[21]

The type of plan offered may affect the willingness of an institution to subsidize the retirement benefit. For example, among the 51 percent of public two-year colleges that offered TIAA-CREF, 16.1 percent provided full subsidy, 55.3 percent offered partial subsidy, and 28.6 percent gave no subsidy. Approximately 89 percent of all public two-year colleges offered a defined benefit state plan: full subsidy–23.7 percent, partial subsidy–68.5 percent, no subsidy–only 7.8 percent.[22]

TABLE 3

AVERAGE SALARY, AVERAGE BENEFITS, AND BENEFITS AS A PERCENT OF AVERAGE SALARY, FACULTY ON 11/12 MONTH CONTRACTS, BY INSTITUTONAL TYPE AND CONTROL, 1995-96

		Control		
Type	Compensation Category	Public	Independent	Average
AA	Salary ($)	42,340	37,433	42,097
	Benefits ($)	10,754	8,420	10,638
	Benefits (% of Salary)	25.4	22.5	25.3
BA	Salary ($)	47,375	39,622	40,757
	Benefits ($)	15,231	10,479	11,175
	Benefits (% of Salary)	32.1	26.4	27.4
BA+	Salary ($)	59,227	44,001	50,692
	Benefits ($)	15,523	11,090	13,038
	Benefits (% of Salary)	26.2	25.2	25.7
Doctoral	Salary ($)	68,289	65,312	67,525
	Benefits ($)	15,383	14,873	15,252
	Benefits (% of Salary)	22.5	22.8	22.6
AVERAGE	Salary ($)	60,297	56,899	59,413
	Benefits ($)	14,089	13,332	13,892
	Benefits (% of Salary)	23.4	23.4	23.4

SOURCE: NCES, IPEDS Salary Survey, *1995-96.*

NOTE: Based on 71.5 percent of NEA's faculty salary universe (2,323 institutions) reporting benefits data.

TABLE 4

AVERAGE BENEFITS FOR FACULTY MEMBERS ON 9/10 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1995-96

		Control		
Type	Benefit	Public	Independent	Average
AA	Retirement Plans	$4,013	$1,953	$3,985
	Medical/Dental Plans	3,298	1,609	3,258
	Group Life Insurance	151	74	150
	Other Insurance Benefits	195	197	196
	Guaranteed Disability Income Protections	101	66	100
	Tuition Plan	51	212	55
	Housing Plan	0	32	1
	Social Security Taxes	2,274	2,377	2,276
	Unemployment Compensation	106	200	108
	Worker's Compensation	278	219	276
	Other Benefits in Kind with Cash Options	78	25	77
	TOTAL	$10,544	$6,964	$10,461

TABLE 4 (CONTINUED)

AVERAGE BENEFITS FOR FACULTY MEMBERS ON 9/10 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1995-96

		Control		
Type	Benefit	Public	Independent	Average
BA	Retirement Plans	$4,184	$3,291	$3,514
	Medical/Dental Plans	3,061	2,333	2,515
	Group Life Insurance	162	160	161
	Other Insurance Benefits	1	117	88
	Guaranteed Disability Income Protections	64	151	130
	Tuition Plan	164	827	661
	Housing Plan	6	87	67
	Social Security Taxes	2,653	3,058	2,956
	Unemployment Compensation	52	214	173
	Worker's Compensation	292	298	297
	Other Benefits in Kind with Cash Options	23	96	78
	TOTAL	$10,662	$10,633	$10,640
BA+	Retirement Plans	$4,936	$3,271	$4,302
	Medical/Dental Plans	3,426	2,533	3,066
	Group Life Insurance	116	171	137
	Other Insurance Benefits	81	129	87
	Guaranteed Disability Income Protections	89	159	116
	Tuition Plan	86	790	354
	Housing Plan	0	51	19
	Social Security Taxes	3,186	3,195	3,189
	Unemployment Compensation	77	144	102
	Worker's Compensation	281	315	294
	Other Benefits in Kind with Cash Options	23	50	34
	TOTAL	$12,282	$10,807	$11,720
Doctoral	Retirement Plans	$5,386	$5,473	$5,410
	Medical/Dental Plans	3,136	3,271	3,173
	Group Life Insurance	154	281	189
	Other Insurance Benefits	177	173	176
	Guaranteed Disability Income Protections	112	159	125
	Tuition Plan	105	212	55
	Housing Plan	3	64	20
	Social Security Taxes	3,076	3,967	3,323
	Unemployment Compensation	78	152	99
	Worker's Compensation	331	334	332
	Other Benefits in Kind with Cash Options	90	213	124
	TOTAL	$12,648	$15,183	$13,350
	AVERAGE	$11,949	$12,729	$12,173

SOURCE: *NCES,* IPEDS Salary Survey, *1995-96.*

NOTE: Based on 80.78 percent of NEA's faculty salary universe (2,623 institutions) reporting benefits data.

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TABLE 5

AVERAGE BENEFITS FOR FACULTY MEMBERS ON 11/12 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1995-96

		Control		
Type	Benefit	Public	Independent	Average
AA	Retirement Plans	$4,226	$1,066	$4,057
	Medical/Dental Plans	2,833	2,375	2,808
	Group Life Insurance	94	136	96
	Other Insurance Benefits	209	8	198
	Guaranteed Disability Income Protections	67	53	86
	Tuition Plan	26	49	27
	Housing Plan	1	0	1
	Social Security Taxes	2,446	2,566	2,452
	Unemployment Compensation	68	170	73
	Worker's Compensation	191	191	191
	Other Benefits in Kind with Cash Options	85	504	207
	TOTAL	$10,245	$7,140	$10,078
BA	Retirement Plans	$4,071	$2,097	$2,473
	Medical/Dental Plans	3,045	2,361	2,616
	Group Life Insurance	193	136	150
	Other Insurance Benefits	289	87	113
	Guaranteed Disability Income Protections	89	126	123
	Tuition Plan	46	315	235
	Housing Plan	0	197	139
	Social Security Taxes	2,255	2,651	2,580
	Unemployment Compensation	24	233	183
	Worker's Compensation	154	246	233
	Other Benefits in Kind with Cash Options	98	127	118
	TOTAL	$10,265	$8,576	$8,963
BA+	Retirement Plans	$5,846	$2,828	$4,196
	Medical/Dental Plans	2,890	2,359	2,509
	Group Life Insurance	186	231	211
	Other Insurance Benefits	90	245	175
	Guaranteed Disability Income Protections	147	151	149
	Tuition Plan	70	389	245
	Housing Plan	0	88	48
	Social Security Taxes	3,371	2,935	3,132
	Unemployment Compensation	78	155	120
	Worker's Compensation	283	363	326
	Other Benefits in Kind with Cash Options	75	37	55
	TOTAL	$12,837	$9,782	$11,166
Doctoral	Retirement Plans	$6,982	$4,965	$6,447
	Medical/Dental Plans	3,027	3,226	3,080
	Group Life Insurance	148	170	154
	Other Insurance Benefits	203	242	214
	Guaranteed Disability Income Protections	120	127	122

TABLE 5 (CONTINUED)

AVERAGE BENEFITS FOR FACULTY MEMBERS ON 11/12 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1995-96

		Control		
Type	Benefit	Public	Independent	Average
Doctoral (cont.)	Tuition Plan	112	806	296
	Housing Plan	3	104	30
	Social Security Taxes	3,850	3,763	3,826
	Unemployment Compensation	87	117	95
	Worker's Compensation	359	303	344
	Other Benefits in Kind with Cash Options	223	320	249
	Total	$15,113	$14,183	$14,859
	AVERAGE	$13,356	$12,176	$13,045

SOURCE: NCES, IPEDS Salary Survey, *1995-96*

NOTE: Based on 80.78 percent of NEA's faculty salary universe (2,623 institutions) reporting benefits data.

Similarly, medical and dental benefit subsidies directly affected employee and employer costs (Table 3). In 1992-93, approximately 42 percent of surveyed institutions fully subsidized the medical plan of their employees; about 58 percent provided partial subsidy. Public institutions were more likely to offer full medical insurance subsidies. Employees were less likely to obtain subsidized dental insurance: full subsidy–35 percent; partial subsidy–41 percent.[23]

Calculating average benefit costs by the number of faculty members receiving each benefit, rather than by average costs across all faculty members, more realistically measures the benefit's impact on compensation. This analysis reveals several striking differences (Table 6). Average expenditures increased from 25.1 percent of average salaries of all faculty to 36.3 percent of the average salaries of the faculty members receiving the benefits. The tuition benefit was responsible for much of the increase: from 0.7 percent to 8.6 percent.

This calculation also clarifies differences by type and control of institution.[24] By control, benefits as a percent of 1995-96 salary increased as follows: public–25.0 to 30.6; private/independent–25.4 to 42.7; church-related–24.7 to 42.9. Analysis by institution type showed similar percentage increases: doctoral–24.6 to 34.0; comprehensive–25.2 to 36.9; general baccalaureate–25.2 to 44.9; two-year with faculty ranks–27.9 to 33.7; and all institutions without faculty ranks–24.3 to 31.5. The tuition benefit was the major contributor to these large percentage increases. This benefit was offered most often to full-time instructional and noninstructional faculty at independent doctoral, comprehensive, and liberal arts institutions, and to a lesser degree at public institutions.[25]

RETIREMENT INCOME: HOW MUCH IS NEEDED?

"The United States faces a looming retirement income crisis," stated a 1993 report on the need for a national retirement income policy:

> During the years 2011 and 2030 the largest ever group of Americans will reach retirement age. However, coverage under private qualified pension plans dropped during the 1980s. Legislation and regulation prevent adequate funding of existing retirement and prevent formation of new plans. Social Security reserves are being used to fund federal deficits. During the early decades of the next century, the ratio of workers to retirees will be substantially lower than it is today.[26]

The report called for national action

TABLE 6

AVERAGE INSTITUTIONAL COSTS OF FRINGE BENEFITS PER ALL FACULTY VERSUS AVERAGE COST OF FRINGE BENEFITS PER FACULTY MEMBER RECEIVING THE SPECIFIC BENEFITS, ALL INSTITUTIONS, 1995-96

	Average per Faculty		Average per Faculty Receiving Benefits	
Benefits	Dollars	Percentage of Salary	Dollars	Percentage of Salary
Retirement	$5,082	10.0	$5,208	10.2
Medical Insurance	3,139	6.2	3,265	6.4
Disability	127	0.3	199	0.4
Tuition	352	0.7	4,516	8.6
Dental Insurance	139	0.3	388	0.8
Social Security	3,278	6.4	3,573	7.0
Unemployment	103	0.2	138	0.3
Group Life	148	0.3	185	0.4
Worker's Compensation	298	0.6	352	0.7
Benefits in Kind	113	0.2	672	1.3
ALL COMBINED	$12,777	25.1	$12,776	36.3

SOURCE: American Association of University Professors, "Not So Bad," Academe, *82 (March-April 1996), 32.*

addressing income replacement during retirement years, problems with Social Security funding, working beyond retirement age, targets for personal savings, and insuring the solvency of private pension plans. Individual responses to this crisis center on developing strategies for calculating needed levels of retirement income to maintain a desired "lifestyle" during the retirement years, and how to fund that income goal.[27] Institutions must also consider an "income replacement goal" when choosing a pension plan and must estimate funding levels—provided by the institution or employee, or by joint contribution—that will provide financial security for their retirees.

How does a faculty member determine income replacement needs and goals, and potential income sources? The key step, analysts note, is determining an acceptable post-retirement standard of living. The President's Commission on Pension Policy called for maintaining the pre-retirement standard of living, measured by pre-retirement disposable income.[28] But a pre-retirement standard of living, an income replacement goal, and expectations about financial needs during retirement are personal matters. To determine post-retirement income needs, a faculty or staff member must answer several questions:

- *Housing.* What changes may take place in housing expenses after retirement? Is the mortgage paid off, or will payments continue? Will retirement involve a move to more economical housing or another region of the country?
- *Employment-related expenses.* Will the retiree remain professionally active? If so, what employment related expenses—special clothing, tools, commuting costs, and professional dues and memberships, for example—will continue, and for how long? If not, which expenses will end?
- *Medical insurance and expenses.* Meeting health care costs in retirement years is crucial to retirement planning because individuals over age 65 use health care services more, and because average expenditures per individual increase along with age.[29] Budget constraints will reduce the growth of federal Medicare benefits; retirees will pick up increased health care costs. Does the retiree's last college or university provide group coverage for the retirement years, at institutional or shared cost, or does the retiree assume all health care costs? Will the retiree buy Medicare supplemental coverage?

What about long-term care for chronic illness or functional impairment?[30] Wealthy retirees and faculty members with high retirement income may handle long-term care expenses, while colleagues with lower income or smaller retirement income may receive Medicaid assistance. But retirees with middle range incomes must pay particular attention to assuring long-term care.

- *Does the retiree plan significant lifestyle changes?* How will expanded time available for leisure activities affect the need for post-retirement income? "Seeing the country or the world," visiting relatives, or spending time each year in a different climate may, for example, significantly increase travel and housing expenses.
- *Must the retiree accommodate carry-over expenses from the employment years in the first years of retirement?* One example: the education of dependents.
- *What expenses will* not *carry over into retirement?* One example: saving for retirement, if included in the pre-retirement budget plan.
- *Do pension-plan retirement benefits include a cost-of-living adjustment?* Social Security and many defined-benefit plans adjust for the cost-of-living; defined-contribution pension plans generally do not.

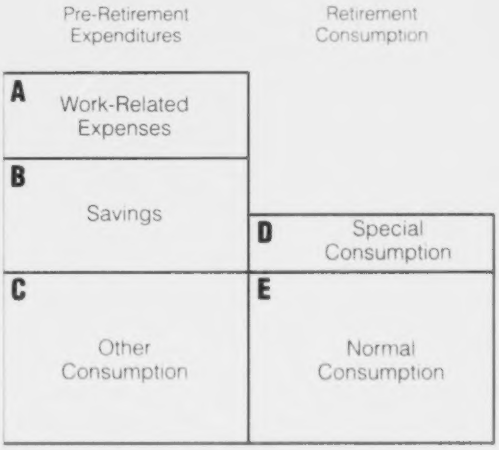
These questions, ideally, should be addressed by mid-career, to provide time to accumulate the necessary retirement funds.[31] One analyst cautions against immediate or drastic lifestyle or income changes upon retirement. A gradual transition lasting for up to several years allows retirees to take a longer view of average constant-dollar income replacement needs.[32]

A recent essay reviewed conceptual and measurement problems associated with attempts to develop strategies for determining retirement income needs. Most strategies differentiate between three categories of employment period expenditures: disposable income or pre-retirement consumption, work-related taxes and expenses, and pre-retirement savings. Deleting work-related expenses and funds committed to savings plans from pre-retirement expenditures provides an approximate retirement income target.[33]

Figure 3 is a model for ascertaining approximate retirement income needs. This model shows the three categories of pre-retirement expenditures—work-related expenses (**A**), savings (**B**) and other pre-retirement consumption (**C**). It also includes the two types of retirement consumption—special retirement consumption (**D**) and normal retirement consumption (**E**).[34]

FIGURE 3

CONCEPTUAL RETIREMENT NEEDS MODEL



SOURCE: Schieber, S.J. "Conceptual and Measurement Problems in Contemporary Measures of Income Needs in Retirement." Benefits Quarterly, 12, no. 2, 66.

Pre-retirement spending levels (**A+B+C**) influence the funding that will be available for consumption during retirement (**D+E**). Pre-retirement consumption (**C**) includes functions that continue into retirement (**E**), including housing, utilities, food, clothing, medical care, transportation, entertainment, education, taxes, and charitable contributions. Special retirement consumption (**D**) includes new items, such as travel expenses if travel becomes a major retirement activity, or expenses associated with the purchase or rent of a second home. The model assumes that work-related expenses and savings for retirement end at the beginning of the retirement period. The questions asked earlier in this section will help to identify consumption that continues into retirement, and to spot "special retirement consumption."

Box **B** designates the savings needed to finance post-retirement consumption. Employees contribute to three sources of funding for retirement replacement income: an employer pension plan, personal savings (including voluntary tax sheltered plans), and Social Security. Total funding from these sources determines the post-retirement standard of living; the absence of one source necessitates increased reliance on the others to meet a given income replacement goal.

The relationship between gross pre-retirement income and the post-retirement income necessary to maintain pre-retirement standards of living determines the income replacement ratio. The Committee on Mandatory Retirement (1991) recommended that faculty pension plans should replace between 67 and 100 percent of pre-retirement income.[35] The ideal ratios, notes the American Society of Pension Actuaries (ASPA), range from 85 percent for families with a $20,000 final pay to 73 percent for families with final pay of $103,000.[36] Low income families or individuals, most formulas assume, require higher income replacement ratios.[37] Retirees with low pre-retirement income, ASPA adds, will rely more heavily on Social Security than savings; retirees with higher pre-retirement income will rely more on personal savings than Social Security to meet a higher standard of living.[38]

Successful planning requires a long term view of constant dollar retirement income needs since retirement periods may last 15 to 20 years, depending on the age of retirement, which affects Social Security and Medicare eligibility, and the health of the retiree.[39]

PARTICIPATION IN EMPLOYER SPONSORED PENSION AND HEALTH-CARE PLANS

The 1997 *NEA Almanac of Higher Education* reported the percent of colleges and universities that offered specific fringe benefits as part of their compensation packages.[40] But, up to now, we have not known the number or proportion of eligible personnel participating in those benefits. A new TIAA-CREF study provides this data for participants in pension and health care plans in 1993.[41]

Approximately 95 percent of surveyed colleges and universities—including a slightly higher percentage of public than independent institutions—offered pension plans for eligible full-time wage workers in 1993 (Table 7). Full-time personnel participated at a 79.8 percent rate (public sector personnel–85.2 percent; independent sector personnel–69.8 percent).[42] About 16.5 percent of the 1,117,228 part-time workers in higher education in 1993 participated in employer sponsored pension plans (public–17.3 percent; independent–15.2 percent).[43]

Compared to other industries, a larger proportion of higher education institutions offered pension plans to their full-time workers (94.5 percent vs 71.5 percent). More full-time personnel participated in the plans (79.8 percent vs 59.1 percent), but fewer part-time workers took part (16.5 percent vs 19.5 percent).[44]

TABLE 7

PENSION PLAN AVAILABILITY AND PARTICIPATION BY FULL-TIME PERSONNEL IN HIGHER EDUCATION, 1993

Sector	Number of Personnel	Pension Available (Percent)	Pension Participation (Percent)
Independent	634,292	92.2	69.8
Public	1,160,876	95.7	85.2
ALL	1,795,168	94.5	79.8

SOURCE: TIAA-CREF, "Pension and Health Benefits for Workers in Higher Education," Research Dialogues *9 (December 1996).*

Higher education's 98.1 percent health plan availability rate in 1993 (independent–96.5 percent; public–98.9 percent) exceeded the 85.5 percent mean availability rate for all other industries. (Table 8). About 84.7 percent of all full-time faculty and staff participated in health care plans (public–88 percent; independent–78.2 percent); the "other industries" rate for comparable employees was 73.5 percent.[45] Nearly 51 percent of surveyed workers expected their institutions to provide health care coverage in retirement.[46] The TIAA-CREF study did not specify reasons for nonparticipation in health plans, but the availability of coverage through a spouse's employer is a possible explanation.

TABLE 8

AVAILABILITY AND PARTICIPATION IN EMPLOYER-SPONSORED HEALTH PLANS FOR FULL-TIME WORKERS IN HIGHER EDUCATION, 1993

Sector	Availability (Percent)	Participation (Percent)
Independent	96.5	78.2
Public	98.9	88.3
ALL	98.1	84.7

SOURCE: TIAA-CREF, "Pension and Health Benefits for Workers in Higher Education," Research Dialogues *9 (December 1996).*

CONCLUSION

Financial constraints, restructuring, downsizing, reform, and accountability are terms that describe the current transformation of colleges and universities. A demographic change in the academic labor force has accompanied these structural changes. Attaining gender, racial, and ethnic diversity in faculty, staff, and students challenges academic leaders to balance employment and educational responsibilities with accommodating family needs.

Some "family-friendly" colleges and universities offer "nontraditional" benefits and services to employees. Elder care, sick child care, adoption assistance, and management training on work-family issues supplement maternity and paternity leave programs. Work-family initiatives will increase, since colleges and universities must remain competitive, enhance productivity, and maintain or improve morale.

The costs of benefits, between 1990-91 and 1995-96 for 9/10 month faculty at public institutions, increased by 2.8 percent in constant dollars; faculty salaries declined by 0.3 percent. At independent institutions, benefit costs in constant dollars increased by 7.2 percent; salaries increased by 3.8 percent. The crisis in state funding in the early 1990s explains much of the constraint on public sector salary increases.

The costs of benefits as a percent of salary has begun to stabilize. The figures for 1995-96 are slightly below the 1994-95 figures.[47] Explanations for this stabilization include better control of medical and dental benefit costs and institutional budget constraints that precluded costly initiatives. Most campuses assess new benefit initiatives for their "cost neutrality" or for their place in a "cafeteria-style" benefit plan where faculty and staff trade off some benefits for others.

Many faculty members are approaching the "normal" retirement age of 65 at a time when Congress is debating the solvency of the Social Security Fund. These colleagues, anticipating a 15- to 20-year retirement period, must plan *now* for their retirement. Pre-retirement and retirement lifestyles are related and unique; using externally derived "desirable" retirement income replacement ratios may lead to a post-retirement income inadequate to meet a desired lifestyle. So may a failure to begin retirement planning at mid-career, if the retiree does not supplement pension and Social Security funding with adequate savings.

NOTES

[1] Employee Benefit Research Institute 1997, 10.

[2] Statutory benefits include Social Security, unemployment compensation, and worker's compensation. Voluntary benefits may include health insurance, pension contributions, disability insurance, and group life insurance. Support benefits traditionally include parking, housing, tuition plans, and access to cultural and athletic events. (Chronister and Kepple, 1987, 15).

[3] Dustin and Robins, 1993, 1.

[4] National Center for Education Statistics, 1996, 31.

[5] In 1996 a study was completed by the Families and Work Institute in collaboration with the College and University Personnel Association Foundation to assess the degree to which institutions of higher education were developing programs and policies to support campus personnel needs in dealing with work-family issues. The programs and data reported in this section of the chapter are based on the results of that study and reflect policies and programs reported for 94 "leadership" institutions identified through the study. Cited as Friedman, Rimsky, and Johnson, 1996.

[6] Friedman, Rimsky, and Johnson, 1996, 6. Leadership campuses were the 25 percent of the institutions responding to a survey who were awarded the highest scores on the availability of work-family policies and programs. (Ibid., 24). Other surveyed campuses offered between one and three initiatives.

[7] Ibid., 28.

[8] Ibid., 29.

[9] Ibid., 1996, 73.

[10] The staff includes a coordinator and a nurse. There is a one time registration fee of $10 and an hourly sliding scale fee of up to a maximum of $4 per hour to faculty, staff, and students. Members of the community are charged a flat fee of $4 per hour. Ibid., 77.

[11] Ibid., 81.

[12] Ibid., 95.

[13] Ibid., 103.

[14] Ibid., 145.

[15] Ibid., 111-114.

[16] Guernsey, March 1997, A 13; Chronister, 1996, 107.

[17] These figures were derived from analysis of IPEDS salary and benefits data for the years cited.

[18] El-Khawas, 1996, 36.

[19] AAUP, 1996, 32.

[20] Chronister, 1997, 118.

[21] Independent institutions were also more likely to provide partial subsidies than no subsidy. Source: 1993 National Study of Postsecondary Faculty, (NSOPF-93) Institutional Survey data base.

[22] NSOPF-93 Institutional Survey data base.

[23] Ibid.

[24] AAUP, 1996, 32.

[25] National Center for Education Statistics, November 1996, 31 and 33.

[26] National Retirement Income Policy Committee, 1993, 1.

[27] Schieber, 1996. For a detailed discussion of retirement planning, see Chronister, 1996, 102-106.

[28] President's Commission on Pension Policy, March 1981, 42.

[29] Chronister 1994, 108.

[30] Employee Benefit Research Institute, 1997, 189.

[31] Enteman, 1992, 69.

[32] Ibid., 72.

[33] Schieber, 57.

[34] Schieber presents formulas for ascertaining realistic retirement income needs from this model, but this presentation will remain conceptual. Ibid., 66-67.

[35] Hammond and Morgan, 1991, 107.

[36] National Retirement Income Policy Committee 1993, 3.

[37] Schieber, 58; Enteman, 70.

[38] National Retirement Income Policy Committee, 1993, 3.

[39] Spray, 1995, 1. Faculty members approaching retirement should request a Personal Earnings and Benefits Statement (Form SSA-7004) from the Social Security Administration (1-800-772-1213).

[40] Chronister, 1997, 118-119.

[41] Most reports on plan availability or participation are based on institutional (employer) reports. The TIAA-CREF report utilized information from the Census Bureau's April 1993 Current Population Survey (CPS). Workers provided the information and data in the CPS.

[42] When the remaining 20.2 percent of respondents were asked to explain their reasons for nonparticipation, nearly 9 percent gave no reason, 4 percent stated that no one with their type of job was allowed to participate, 3.1 percent chose not to participate, 2.7 percent had not worked there long enough to qualify, and another 1.3 percent did not work enough hours, weeks, or months to qualify (TIAA-CREF, 1996, 3).

[43] Ibid., 3.

[44] Ibid.

[45] Ibid., 5-6. Overall, about 64 percent of the nation's civilian workforce under age 65 received employer sponsored health insurance coverage in 1994. Employee Benefit Research Institute 1997, 251. Undoubtedly, many of those not covered are part-time employees not eligible for their employer plans, and an additional number work for employers who do not provide a health insurance plan.

[46] Ibid., 6.

[47] Chronister, 1997, 123-124.

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The Hidden Campus Workforce: (De)Investing in Staff

by Gary Rhoades and
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Most researchers on unions in higher education—and most chapters in the *NEA Almanac* —focus on faculty. Yet, in 1991, faculty members accounted for only 51 percent of the professional campus workforce and 29 percent of the total campus workforce.[1] Most growth in personnel lies outside the faculty, and much "action" surrounding campus unions, particularly in the independent sector, involves the hidden workforce of education support personnel (ESP). This chapter surveys the demography of unionized staff and tracks institutional (de)investment in education support personnel by examining clauses in collective bargaining agreements that address subcontracting and professional and career development.

About 381,805 higher education staff are unionized—about 28 percent of total staff in 1994 (Table 1).[2] More white-collar than blue-collar employees are in bargaining units (250,573 vs. 131,232). But a greater *proportion* of blue-collar employees are unionized (42.8 percent vs. 23.4 percent). Among unionized white-collar employees, the proportions and absolute numbers favor clerical staff (37.2 percent; 153,462) over professional and technical (14.8 percent; 97,111) employees.

TABLE 1

UNION REPRESENTATION RATES FOR STAFF EMPLOYEES

	Total Employees	Estimated Employees in Bargaining Units	Percent of Employees Represented
White Collar	1,070,142	250,573	23.4
Professional/ Technical	657,290	97,111	14.8
Clerical	412,852	153,462	37.2
Blue Collar	306,335	131,232	42.8
TOTAL	1,376,477	381,805	27.7

SOURCE: Hurd, 1995. Calculated from data reported in Digest of Educational Statistics, 1994 *(Washington, D.C.: U.S. Department of Education., 1994), 228-229.*

Nearly 50 national unions represent higher education support staff.[3] The American Feder-

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ation of State, County and Municipal Employees (AFSCME) represents 166,714 employees—the largest number by far. But seven other unions each represent over 10,000 staff, including NEA (14,376). In contrast, only three unions represent most faculty members.

Staff and faculty unions both are more prominent in public than independent institutions. But over 15 percent of staff employees in bargaining units work in 187 independent institutions. This represents more than 21 percent of all campuses with staff unions—a far larger representation than found for faculty.

Staff unions are geographically concentrated. In a 1992-94 survey, the highest percentage of respondents reporting staff unions were found in Middle Atlantic (60.4 percent) and New England (58.9 percent) states. The lowest percentages were found in East South Central (2.3 percent) and West South Central (4.1 percent) states.[4]

What jobs do higher education support staff hold? We examined the appendices to 149 education support personnel (ESP) contracts found in NEA's Higher Education Contract Analysis System (HECAS).[5] The array of positions found include: technical, paraprofessional, clerical, secretarial, skilled crafts, service and maintenance, and sometimes professional and supervisory personnel.

NEA's ESP bargaining unit at Central Michigan University, for example, includes 98 job titles for 137 members; five other unions represent 728 campus maintenance, clerical, food service, police, and clerical workers.

Some Central Michigan staff represented by NEA are clerical workers in central administration or in academic units. Others are technical workers in science units, technical or paraprofessional, technical or paraprofessional personnel in student services, such as admissions specialist, and financial aid record specialist. Some are craft and supervisory personnel in maintenance and facilities. Still others are technical or paraprofessional personnel in academic support services in the library and technical or paraprofessional personnel in business services, such as accounting and payroll technicians.

Classifications also include clerical and technical personnel connected with computer and telecommunications services and operations, computer repair technician, switchboard operator, telecommunications repairer/installer.[6] The list goes on and on. The variety is extraordinary.

This chapter explores two types of contractual provisions for education support personnel.

First, we review provisions in HECAS contracts covering the contracting out of support staff jobs. The terminology varies—"contracting," "contract out," "contract with private vendors," "subcontracting," and in one case each, "outsourcing" and "privatization." But the phenomenon is the same—contracting out bargaining unit work to nonbargaining unit employees. We ask: Do these provisions limit management's right to contract out work? Do the contracts protect the jobs and pay rates of existing employees if the college administration decides to subcontract jobs?

Second, we examine provisions regarding career development and training for education support personnel, and determine the most common career development and training contractual benefits.

CONTRACTING OUT SUPPORT WORK

Subcontracting provisions were a central point of struggle between staff and management in the recent labor dispute at Yale University. The university demanded unlimited rights to subcontract all future maintenance and service work, but offered to guarantee only the jobs and wages of current employees through the end of the contract. Locals 34 and 35 of the Federation of University Employees (FUE), an affiliate of the Hotel and Restaurant Employees International Union, won the dispute after Yale's 4,000 white- and blue-collar employees worked nearly all of 1996 without a contract.

Key settlement terms included: no reduction of hours, pay grades, or classifications of current or future employees in Local 35 because of subcontracting and no layoffs for the next 10 years; extra layoff provisions for Local 34 employees; no subcontracting in Yale dining halls; no subcontracting of extra, emergency, or standby custodial work; and a $7.00 an hour minimum wage for subcontract employees, with a minimum increase of 3 percent per year for the life of the contract.[7]

About 52 percent of the 149 ESP contracts in HECAS contain subcontracting provisions, but most contracts include fewer protections for newer hires. The Northcentral Technical

College, Wisconsin, contract dramatizes the ominous stakes. Current employees are protected through the life of the current contract, but the most recent hires are offered fewer rights:

> However, the District shall not contract out for goods or services which results in the layoff, reduction in regular hours, or prevents the return from layoff of any bargaining unit employee hired prior to May 25, 1994.

The Jackson Community College, Michigan, contract contains detailed clauses on subcontracting and on privatization. The page-long subcontracting clause delineates five conditions under which the employer may subcontract: lack of skills; lack of manpower, equipment, or capacity; involvement of a visiting group that requires use of other unionized employees; physical plant activities at extension centers; or introduction of new technology and techniques. The last condition is a dangerous exception for the bargaining unit.[8] The two-page privatization clause details a process for forming an administrator-union team to decide about privatizing a unit.

All but two of the 77 provisions in HECAS establish contracting out work and/or services as a "management right," an institutional or board prerogative. The phrasing varies but is usually short: "and to assign work to outside contractors," "the decision to do or contract work," "contract out work," "lawfully contracting out bargaining unit work," or "to let contracts for work or materials to others."

Two contracts contain significant exceptions to the management right rule. At the College of the Redwoods, California, contracting out is a matter for negotiation and may not occur until after bargaining:

> The District agrees it will notify the CSEA Chapter President, or in the President's absence, the Vice President, in writing in the event the District is considering contracting out any bargaining unit work. CSEA will respond within five working days of receipt of notification from the District as to whether or not it desires to negotiate. *When CSEA requests to bargain, the District will not contract the work until the bargaining obligation is satisfied* (italics ours).

Other contracts call for consultation, even deliberation, but stipulate that discussion will not delay contracting out.

The contract of the Florida State University System calls for consultation and, if the union requests, negotiation of the impact of the change on unit employees before the university contracts out work:

> Prior to entering into an agreement for contracting out work which will have an impact on employees, the universities will discuss such impact through consultation with the Local Union. The President of Council 79 may request negotiations with the Board regarding the impact on employees of such contracting out if the university and the Local Union are unsuccessful in resolving the matter.

Most contracting out provisions limit management rights; only nine contracts contain no qualification. The language in 18 of the 41 layoff provisions is *declarative*, prohibiting subcontracting that leads to the layoff of bargaining unit members. Some contracts also prohibit reducing the hours of work or preventing a return from layoff. For example:

> The right to subcontract such portions of the work which may be done by bargaining unit employees as the University deems to be in its best interest … In no case shall a regular employee covered by this Agreement be laid off or take a reduction in pay as a result of outside contracting or subcontracting of the bargaining unit work (Grand Valley State University, Michigan).

> No bargaining unit employee shall, hereafter, be laid off or be maintained on layoff status if bargaining unit work which s/he is qualified to perform is being performed by nonbargaining unit personnel, including subcontractors (Community College of Philadelphia, Pennsylvania, Memorandum of Understanding).

> The District's right to subcontract shall not result in the reduction of the present workforce (Monroe County Community College, Michigan).

> [T]o let contracts for work or materials to others where, as a direct and immediate result thereof, either no seniority employ-

> ees in the bargaining unit are laid off or where the hours of seniority employees in the bargaining unit are not reduced (Albion College, Michigan).

> The District shall not contract out for services which result in a layoff or reduction of regular hours or regular wage rates of existing bargaining unit members (Kern Community College District, California).

In contrast to declarative language, 23 clauses speak to conditions and effects surrounding the layoff of bargaining unit employees. These *conditional* clauses specify that the employer will hear suggestions (six contracts), meet and discuss (11 contracts), or negotiate the effects of subcontracting on bargaining unit employees (14 contracts). Four contracts refer only to informing the union, with no provision for consultation. Here are conditional clauses that specify the three different types of consultation:

> The employer will notify the union as soon as they intend to undertake a study to contract out any services that may effect the employment of members in the bargaining unit. It is a right of the bargaining unit to be able to submit to the employer any data, studies, expert testimony, and other such material that is relevant (Northern Montana College).

> The Association will be notified at least 30 days prior to subcontracting work performed by members of this unit. Upon written request by the Association, representatives of the College will meet and discuss with representatives of the Association at least 15 days prior to such subcontracting (County College of Morris, New Jersey).

> Upon written request of the Association, the Board will enter into negotiations with the Association with respect to the possible amelioration of the impact upon such affected employees, including their possible reassignment to other positions in the College and/or their employment by the subcontractor (Triton College, Illinois).

Detail levels vary within each type of clause, particularly within clauses that call for negotiating effects. The contracts for the University of Rhode Island and the Community Colleges of Rhode Island extensively detail conditions for discussing the "desirability of sub-contracting and to develop and establish a mutually acceptable plan for protecting adversely affected employees."

Some contracts focus on minimizing the effects on bargaining unit employees. Other contracts focus on the decision to subcontract, if that decision adversely affects bargaining unit employees:

> Prior to the Employer/University/Administration contracting out bargaining unit work, the Employer/University/Administration shall notify the Union of its intent and shall negotiate with the Union in order to prevent layoffs and to discuss the terms of the contracting out of services. The labor-management committee shall then make a nonbinding recommendation to the Employer/University/Administration (University of Massachusetts).

Most clauses establish rights for individual bargaining unit employees but do not address the ratio of bargaining unit employees to the subcontracted workers. Nor do most contracts protect future positions; management may replace vacated positions with subcontracted employees. The contract for the Sonoma County Junior College District, California, contains an important exception: "The District shall not contract out, or hire student, nonclassified unit members, to fill vacancies in existing bargaining unit positions."

The strongest clauses from the union's standpoint prevent replacing bargaining unit *positions*, not only *personnel*, with subcontracted employees:

> A bargaining unit position shall not be filled by a nonbargaining unit person (excluding long-term temporary employees) for more than 30 days, unless agreed upon in writing by the Union and the Employer (Saginaw Valley State University, Michigan).

> No full-time positions covered by this Agreement shall be staffed or replaced by part-time Employees or Independent Contractors (Reading Area Community College, Pennsylvania).

Some contracts (21) establish other limitations on subcontracting. Seven contracts specify that subcontracted work must be temporary or limited by a definite amount of time.

> Services which are normally, regularly, and continuously provided by unit bargaining members will not be contracted out. The District retains the right to contract out a service that is periodic, supplemental, short-term, or services of a specialized nature (Napa Valley Community College, California).

> It is understood that during the life of this Agreement the College will not enter into any additional subcontracting contracts except on a temporary basis or in the event of an emergency (Roger Williams College, Rhode Island, Memorandum of Agreement).

> There shall be no subcontracting, subletting or assignment outside the bargaining unit for a period exceeding 60 days in any 12 month period per classification of work performed or which is capable of being performed by bargaining unit employees, with the exception of positions vacated by employees on leaves of absence per Article I.B.2. (Northwest State Community College, Ohio).

Six contracts permit the institution to subcontract work only if bargaining unit members lack the skill to perform the work, or the capacity to complete the work on time.

> [T]he Board will not subcontract work unless (a) the skills and equipment needed to perform the work specified are unavailable in the College or (b) the schedule for such work cannot be met with the equipment or skills available for such work as determined by the Employer (St. Clair Community College, Michigan).

> The Employer will not subcontract bargaining unit work unless the skills needed to perform the work as specified are unavailable within the bargaining unit and cannot be obtained in a reasonable time (Mid-Michigan Community College).

Most contracts indicate that subcontracting will not lead to employee displacement or reduced hours, but the contract of the Coast Community College District, California, also sets a dollar limit on the services that can be subcontracted without notifying the union: "The District shall notify the Federation of each contract for services exceeding $15,000." Such clauses may enable unions to track the extent of subcontracting—data now lacking on the national and local levels.

Most decisions to contract out work are not subject to the contract's grievance procedure. After the required discussions with the union on subcontracting, the Black Hawk Community College, Illinois, contract states, the decision

> shall be final and shall not be made the subject of a grievance or arbitration proceeding, nor shall the College's decision and its implementation be made the subject of any unfair labor practice charge.

The Jackson Community College, Michigan, contract stipulates that Board decisions to privatize are taken after the recommendation of an administration-union team, but are then "binding on all parties and not grievable."

The contract for William Rainey Harper College, Illinois, in contrast, accords managers the right to "subcontract any or all of the operations performed by the employers covered by this agreement," but that right is "subject to the grievance procedure." Northern Michigan University's AFSCME contract for trades, food service, and police states: "If the matter [of subcontracting work presently performed by bargaining unit employees] is not resolved to the satisfaction of the Union," the union may file an unfair labor practice.

INVESTING IN SUPPORT PERSONNEL: PROFESSIONAL DEVELOPMENT

What provisions for professional and career development and training are found in the ESP contracts in HECAS? Several types of support are addressed, ranging from tuition reimbursements or waivers to employer-paid training for courses or workshops—sometimes during work hours. Some contracts provide for a labor-management or employee-employer committee to develop procedures for professional development opportunities.

The most common provision for professional development—83 contracts—is the waiver or reimbursement of tuition expenses at the employing institution. The benefit commonly extends to the spouse and children. The contract at Clackamas Community College, Oregon, contains a favorable clause:

> Tuition ... for all College sponsored courses held within the College district will be waived for members of the bargaining unit and for members' spouse and dependents. ... The College recognizes the value of staff development that may allow, through its processes, the taking of classes during work hours (A person who qualifies as a dependent under IRS regulations shall qualify as a dependent under this Section.).

Some contracts also provide for tuition and expense reimbursement for studies at other colleges, universities, and training institutions. The Clackamas contract provides partial tuition support for advanced degree coursework.

> Clackamas Community College and Mary Hurst College have developed a joint agreement for eligible employees to attend classes at Mary Hurst with the goal of obtaining an advanced degree. To be eligible, employees must have earned a minimum of an Associate degree and must file an approved Professional Development Plan with the Human Resources Officer. . . . Clackamas will pay one-third of the tuition, Mary Hurst will waive one-third of the tuition, and the employee will be responsible for one-third of the tuition. . . . For employees who wish to pursue an advanced degree not offered at Mary Hurst at an institution other than Mary Hurst, the college will provide tuition reimbursement up to one-third of per credit cost of Mary Hurst's tuition.

Advanced courses or workshops usually require approval from the employer. The contract for the Los Angeles Community College System, specifies the minimum size of the fund for tuition or other expenses.[9]

> A. The Los Angeles Community College District shall establish a fund of at least $40,000 per fiscal year for the purpose of professional development. Members of the Clerical/Technical Unit may receive tuition reimbursement in accordance with the following requirements:
>
> 1. A maximum of $2,000 not to exceed 50 percent (100 percent if classes are taken in the Los Angeles Community College District) of the tuition in any one academic year except as provided in Section 6 below. (See Appendix O for required textbooks and materials reimbursement.).
>
> 2. Tuition reimbursement shall be processed upon submission of evidence of successful completion (a grade of C or better or "pass" or "credit") of courses taken ... This evidence shall be submitted by the employee to the Personnel Operations Branch.
>
> 3. Tuition reimbursement shall be made for a course, workshop, institute, or other organized activity in any of the following areas: a. The employee's current classification. b. A related classification or career ladder. c. Retraining, requested by an employee, and/or recommended by the College President or Division Head and approved by the Chancellor.
>
> 4. Courses, workshops, institutes, or other organized activities must be taken at an accredited institution. Exceptions may be made for courses, workshops, or other organized activities offered by recognized business, industry, governmental, professional, and occupational organizations or associations.
>
> 5. A request for reimbursement for professional growth must be submitted to the Committee on Tuition Reimbursement prior to enrollment and approved by the same committee.

The University of Massachusetts contract provides a formula for funding professional development activities—2.5 percent of the total bargaining unit payroll divided by the total FTE in the unit.

Some contracts also provide salary incentives for completing relevant training. The contract for operating engineers at Solano Community College, California, for example, provides a 10 percent bonus above the regular pay rate for completing 46 semester units of college credit. Kern Community College, California, provides for up to three $1,000 awards for completing a professional development program.

Some contracts commit the institution to pay for expenses for required certification, licensure, or examinations. The contract for maintenance workers at Monroe County Community College, Michigan, states:

> The District agrees to pay the full tuition and authorized expenses for any employee who is directed to attend a workshop, in-service training seminar, self improvement course, or other job-related professional growth activity which is of such a nature specifically designed to provide related on-the-job-improvement. In the event a certificate of license is required by the District for employees to perform their job assignments, the District shall reimburse the employee for the cost of such certificate or license.

The William Rainey Harper College, Illinois, contract states:

> Employees may be required to attend training sessions from time to time to learn more about their work or because of new federal, state, or local regulations. Such training sessions shall be held on paid time or compensated for, if after regular working hours. The College shall assume responsibility for any unusual expenses in connection with these training sessions. If a new license is required, the College shall reimburse the employee for the new license and the employee shall be responsible for any renewal expenses.[10]

Contracts vary substantially in the ability of employees to attend courses during normally scheduled work hours. Some colleges allow employees to take one course and include that time in hours worked. Others allow, with management approval, employees to work alternative schedules so that they can attend courses. Still others specify that employees must take courses on their own time, not during normal work hours. Here are examples:

> Effective for course registrations for Spring Semester 1994 and for any subsequent semester, employees may request flex-time schedules under Article XVI to accommodate attendance in one course per semester at a time which would otherwise be considered regular working hours. To insure the completion of work during emergent situations, supervisors may require unit employees to remain on the job instead of attending classes or rearrange basic work schedules when unit employees do attend classes (Southern Illinois University at Edwardsville).

> A unit member may attend District sponsored workshops, conferences, and specialized training sessions relevant to the unit member's specific job responsibilities during working hours upon approval of the immediate supervisor at no cost to the unit member. No overtime or compensatory time shall be earned by the employee for attendance at such professional development activities. ... Unit members may take a class during working hours with prior written approval of the immediate Supervisor, the appropriate Dean, and the Dean of Business. (Mendocino Lake Community College, California.)[11]

Management usually has considerable discretion over the employee's ability to pursue professional development on "company time."

Some contracts provide for a specific number of paid staff development or in-service hours or days. Union or employee representatives sometimes serve on committees planning the training.

> 22.2.1 The District shall provide release time to unit members for attendance at District sponsored in-service workshops and training sessions that are appropriate to the staff member's job skills.

> 22.2.2 The District shall consult with classified staff representatives regarding areas of mutual interest for in-service training programs. The intent of these discussions will be to identify workshop

> topics that will have the greatest benefit to both the District and the unit members (Sonoma County Junior College District, California).

> The WPEA shall select one member of the bargaining unit to serve on the Classified Service Employee Training Committee (Clark College, Washington).

> The Federation and the District shall mutually agree on location, day, time and topic for classified in-service training. The training will be offered twice a day, once per semester, at each college during normal working hours not to exceed ninety minutes. Employees covered by this Agreement shall be released to attend one of these in-service training sessions per semester (Coast Community College District, California).

> The District Professional Growth Committee shall continue as established. Four members of the Committee shall be appointed by the CSEA and one shall be appointed by the Superintendent. The Committee shall select its own chairperson. Such committee shall have release time to perform its function. The purpose of the Committee shall be to recommend to the Superintendent/President an in-service education program for classified employees. The in-service education program shall be composed of two parts: (a) general training for all individuals within a job classification and (b) specific courses generally available in the adopted College curriculum. ... 15.5 In-Service Workshops: Three to four in-service workshops mutually agreed upon between the District and the CSEA may be scheduled and conducted each fiscal year between August and May. Workshops will be scheduled to permit maximum participation by unit members (Solano Community College, California).

A few contracts relate training to introducing new technology and new skill requirements for bargaining unit members.

> Where new equipment or modified existing equipment, necessary for the employee to perform her/his current job, requires that additional skills and/or knowledge be learned by an employee, the District shall provide the employee training in the new knowledge or skill without cost to the employee involved (Western Wisconsin Technical College).

> Section 8.04. Innovations and Changes. Whenever the Board installs new equipment or work procedures, or updates existing equipment or work procedures, to the extent that additional skills or knowledge shall be required on the part of the employees involved to fulfill the objectives of the innovation or change, the District shall provide, at its expense, a training program prior to implementation of the innovation or change. Any innovation or change, prior to its implementation, shall be presented to and reviewed by those employees directly affected (Southwest Wisconsin Technical College, ESP Admin.).

> As discussed during 1982 contract negotiations, the University and the Association recognize the introduction and expansion of electronic technology at Grand Valley State, including CRT's, word processing machines, and other electronic devices. The University hereby confirms that such equipment introduced to date was not procured for the purpose of eliminating bargaining unit work. In the event that the expansion of new technological devices makes skills obsolete, the University agrees to make reasonable efforts to make available training opportunities to employees to improve existing skills or develop new skills so that employees may better serve the needs of the University. Nothing in this Agreement shall be construed to limit the University's right to introduce new electronic technology (Grand Valley State University, Michigan).

These clauses seek to minimize the potential conflict between investing in new technology and equipment and protecting the jobs of existing support staff by making the investments mutually supportive.

Only a few contracts encourage professional development plans, career ladders, or access to mentoring or counseling center programs for higher education support employees. The Renton Technical College, Washington, contract includes a rare exception:

> Section 10.4 Career Ladder Promotions.
>
> Clause 10.4.1 It shall be a goal of the College to provide members of this bargaining unit with the opportunity to advance to more responsible positions.
>
> Clause 10.4.2 Information both general and specific relative to training and skill requirements for College positions will be available in the Personnel Office for interested employees.
>
> Clause 10.4.3 Upon properly identified completion of training requirements for a particular position, an employee who has demonstrated quality performance over a year or more shall receive priority consideration for promotion.
>
> Clause 10.4.4 Quality performance refers to the employee's rating on the College's annual evaluation form.
>
> Clause 10.4.5 A joint Career Ladder Committee will be established for the fiscal year 1995/96 with the objective of developing a program that gives employees an opportunity to advance to a more responsible position.

The upward mobility program at Victor Valley Community College, California, helps employees to identify and achieve their career goals. Assistance includes reimbursement for books, course materials and registration fees, training leave, and assigned mentors. The Belleville Area College, Illinois, contract provides for a personal development plan as part of the employee's annual evaluation. The Chabot-Las Positas Community College District, California, has an extensive, voluntary program of Career Advancement Awards (CAAPs) of $1,020 per year permanent increments on the salary schedule:

> A Career Advancement Awards Program for a unit member will consist of an individual educational and training plan which is voluntarily prepared by the unit member to improve working skills and knowledge beyond the normal requirements for the position presently held and to encourage career advancement. A program must be given advance approval and certified by the Career Advancement Awards Program Committee. Upon successful completion of the program, the staff member will receive a Career Advancement Award as described below. All members of the Classified Service who have achieved regular status are eligible to initiate a Career Advancement Awards Program. However, receipt of the increment award is limited to unit members who have been for at least one year on the highest step of their classification on the Classified Salary Schedule. Eighteen quarter units of credit, or the equivalent as determined by the Career Advancement Awards Program Committee, must be successfully completed. An "Option Program" may be also selected which requires nine quarter units of credit, or equivalent, and provides half the increment award.

CONCLUSION

What do the 149 education support personnel contracts studied here reveal about institutional commitments to (de)investing in support staff, as revealed in provisions for contracting out and for career development and training? To what extent are such clauses found in ESP contracts? What are the limits on management's right to contract out work? Do the provisions protect existing employee's jobs and pay rates if the administration decides to subcontract jobs? What provisions for career development and training are most common?

Slightly over half of the ESP contracts we studied contain contracting out provisions. Half of these provisions speak to layoffs caused by subcontracting; some prohibit these layoffs; others specify conditions of process and ways to mitigate the effects of layoff. Far fewer contracts protect bargaining unit *positions* when management contemplates contracting out. The other contracts lack provisions that might protect support staff; nine contracts establish subcontracting as an unmitigated management right. Managers thus have considerable discretion to subcontract work.

The ESP contracts address several types of support for the professional development of employees. Some contracts provide for training that precludes layoff or that follows the introduction of new technologies into the

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workplace and into job requirements. Most often, contracts waive or reimburse tuition expenses at the employing institution; some contracts ensure payment of part of tuition costs at other institutions. But tuition reimbursement is a limited benefit when contrasted with faculty contracts that provide for "sabbaticals"—long-term, paid, professional development leaves. Only three ESP HECAS contracts contain similar provisions.[12]

Most contracts allow administrators to deinvest in support staff by subcontracting their services and minimizing investments in their development and training. But some unions have negotiated contracts that insure against deinvestment and encourage significant investment. Managers increasingly rely on subcontracting to retain "flexibility." Union negotiators should therefore protect their members by restricting administrative discretion in contracting out and by bolstering career development and training provisions in their contracts.

NOTES

[1] Rhoades, forthcoming.

[2] Hurd, 1995. Hurd based his calculations on data reported in the 1994 *Digest of Education Statistics.*

[3] Ibid.

[4] Ibid.

[5] The HECAS database, developed by NEA, includes over 500 faculty and staff contracts for two- and four-year campuses. Among the contracts for support staff, there are 118 different colleges. Several institutions in the database have contracts with more than one ESP unit: 113 contracts are with two-year colleges, and 36 contracts are with four-year institutions. The database includes contracts negotiated by bargaining agents of 14 national unions: American Association of University Professors, American Federation of Labor-Congress of Industrial Organizations, American Federation of State, County, and Municipal Employees, American Federation of Teachers, American Nurses Association, Culinary Craft Association, Fraternal Order of Police, International Brotherhood of Teamsters, International Union of Operating Engineers, National Education Association, Office and Professional Employees International Union, Service Employees International Union, United Automobile Workers, and United Brotherhood of Carpenters and Joiners of America.

[6] Rhoades, forthcoming.

[7] See the AFSCME web page for information.

[8] The contract of Prairie State College, Illinois, includes similar language.

[9] The contract for Finger Lakes Community College, New York, provides a $13,000 fund.

[10] The contracts for Lansing Community College, Michigan, Nicolet Area Technical College, Wisconsin, and Wisconsin Indianhead Technical College contain similar language.

[11] The contracts for San Diego Community College District and Northeast Wisconsin Technical College contain similar language.

[12] Finger Lakes Community College, New York, provides for two months at full pay and four months at half pay for employees with six years of service. Schenectady Community College, New York, provides for paid sabbaticals. Atlantic Community College, New Jersey, provides for sabbaticals for employees with at least a bachelor's degree and six years of full-time service.

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APPENDIX

NEA Higher Education Bargaining Units

The following list of NEA higher education collective bargaining units is based on a report form developed and published by the National Center for the Study of Collective Bargaining in Higher Education and the Professions. Information has been supplemented by NFA staff.

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Adirondack Comm. College, NY	81	85	2	1
Adirondack Comm. College/Clerical, NY	68	...	2	1
Adrian College, MI	56	75	4	1
Albion College, Dining & Hospitality, MI	...	...	4	1
Albion College, Clerical, MI	...	...	4	1
Alpena Comm. College, MI	57	65	2	1
Atlantic Comm. College, NJ	80	68	2	1
Atlantic Comm. College/Admin., NJ	25	...	2	1
Atlantic Comm. College/Support, NJ	145	...	2	1
Baker College of Flint, MI	44	78	2/4	1
Barstow College, CA	117	79	2	1
Bay de Noc Comm. College, MI	45	73	2	1
Beaver County, Comm. College of, PA	60	73	2	1
Beaver County, Comm. College of, Clerical, PA	55	...	2	1
Bellevue Comm. College, WA	482	72	2	1
Bellingham Tech. College, WA	45	...	2	1
Bergen Comm. College, NJ	276	68	2	1
Bergen Comm. College/Admin., NJ	8	...	2	1
Bergen Comm. College/AP, NJ	35	...	2	1
Big Bend Comm. College, WA	50	80	2	1
Black Hawk College Quad Campus, IL	10	92	2	1
Black Hawk Tech. College/Support, WI	55	...	2	1
Blue Mountain Comm. College, OR	77	75	2	1
Brevard Comm. College, FL	235	81	2	4
Brookdale Comm. College, NJ	206	71	2	1
Brookdale Comm. College/Admin., NJ	120	...	2	1
Brookdale Comm. College/Support, NJ	364	...	2	1
Broome Comm. College, NY	397	79	2	1
Broome Comm. College/Clerical, NY	78	...	2	1
Broome Comm. College/Maintenance, NY	43	...	2	1
Broward Comm. College, FL	330	83	2	4
Burlington County College, NJ	80	70	2	1
Burlington County College/Support, NJ	129	...	2	1
Butler County Comm. College, KS	112	71	2	1
Butler County Comm. College, PA	137	92	2	1
Butler County Comm. College/Clerical, PA	38	...	2	1
Butte College, CA	175	78	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
California State University System, CA	18,400	82	4	22
Camden County College, NJ	113	80	2	1
Camden County College/Admin., NJ	115	...	2	1
Carl Sandburg College, IL	59	75	2	2
Cayuga County Comm. College, NY	72	78	2	1
Central Comm. College, NE	132	85	2	3
Central Michigan University, MI	628	77	4	1
Central Michigan University/Tech., MI	135	...	4	1
Chaffey Comm. College, CA	525	80	2	1
Chemeketa Comm. College, OR	225	74	2	1
Chemeketa Comm. College/Adjunct, OR	320	84	2	1
Chipola Junior College, FL	70	76	2	1
Chipola Junior College/Support, FL	65	95	2	1
Chippewa Valley Tech. College, WI	210	85	2	4
Citrus College, CA	359	76	2	1
Clackamas Comm. College, OR	152	75	2	3
Clackamas Comm. College/Adjunct, OR	368	86	2	3
Clackamas Comm. College/Staff, OR	134	83	2	1
Clark College, WA	490	74	2	1
Clatsop Comm. College, OR	40	75	2	1
Clatsop Comm. College/Support, OR	134	75	2	1
Cloud County Comm. College, KS	48	70	2	1
Coast Comm. College Dist./Adjunct, CA	1,232	79	2	3
Colby Community College, KS	151	88	2	1
College of the Sequoias, CA	145	76	2	1
Columbia Basin Comm. College, WA	27	72	2	2
Columbia-Greene Comm. College, NY	49	79	2	1
County College of Morris, NJ	192	75	2	1
County College of Morris/Support, NJ	180	...	2	1
Cowley County Comm. College, KS	42	69	2	1
Cumberland County College, NJ	48	68	2	1
Cumberland County College/Support, NJ	32	...	2	1
Cumberland County College/Tech., NJ	23	...	2	1
Danville Area Comm. College, IL	69	83	2	1
Danville Area Comm. College/Staff, IL	65	83	2	1
Delaware County Comm. College, PA	100	74	2	1
Des Moines Area Comm. College, IA	270	76	2	5
Des Moines Area Comm. College/Support, IA	179	...	2	5
Desert Comm. College, CA	122	88	2	1
Detroit College of Business, MI	30	73	4	1
Detroit/Mercy, University of, MI	230	75	4	1
Detroit/Mercy, University of/Clerical, MI	90	...	4	1
District of Columbia, University of, DC	430	75	4	2
Dodge City Comm. College, KS	55	91	2	1
DuPage, College of, IL	330	89	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Dutchess Comm. College, NY	200	87	2	1
Dutchess Comm. College/Adjunct, NY	270	87	2	1
Eastern Iowa Comm. College, IA	148	75	2	3
Eastern Washington Univ., WA	341	95	4	1
Edison State College, OH	43	85	2	1
Elgin Comm. College/Clerical, IL	100	...	2	1
Endicott College, MA	37	73	4	1
Erie Comm. College, NY	468	78	2	3
Essex County College, NJ	151	68	2	2
Essex County College/Admin., NJ	55	...	2	1
Essex County College/Security, NJ	32	93	2	1
Essex County College/Support, NJ	200	...	2	1
Ferris State University, MI	532	73	4	1
Ferris State University/Admin., MI	16	...	4	1
Ferris State University/Clerical, MI	240	...	4	1
Finger Lakes, Comm. College of the, NY	171	78	2	1
Flathead Valley Comm College, MT	44	79	2	2
Florida State Univ. System, FL	7,695	76	4	10
Florida State Univ. System/Grad. Ass'ts, FL	4,134	82	4	2
Fox Valley Tech. College, WI	270	68	2	2
Fox Valley Tech. College/Clerical, WI	210	...	2	2
Fulton-Montgomery Comm. College, NY	81	78	2	1
Fulton-Montgomery Comm. College/Clerical, NY	31	...	2	1
Garden City Comm. College, KS	70	71	2	1
Gateway Technical College, WI	271	82	2	4
Gateway Technical College/AP, WI	85	...	2	4
Gavilan Comm. College, CA	77	77	2	1
Genesee Comm. College, NY	147	78	2	1
Geneva College/Maint., PA	45	...	4	1
Glen Oaks Comm. College, MI	31	68	2	1
Glen Oaks Comm. College/Clerical, MI	21	...	2	1
Gogebic Comm. College, MI	47	65	2	1
Gogebic Comm. College/Clerical, MI	17	...	2	1
Grand Valley State Univ./Clerical, MI	185	...	4	1
Green River Comm. College, WA	338	72	2	1
Hartnell College, CA	328	79	2	1
Hawaii, University of, HI	3,421	74	2/4	10
Hawkeye Comm. College., IA	118	80	2	1
Hawkeye Comm. College /Custodial, IA	45	...	2	1
Highline Comm. College, WA	369	65	2	1
Hillsborough Comm. College, FL	256	83	2	4
Hocking Technical College, OH	165	86	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Hocking Technical College/Clerical, OH	60	...	2	1
Hudson County Comm. College, NJ	45	89	2	1
Hudson County Comm. College/Support, NJ	70	89	2	1
Hutchinson Comm. College, KS	72	...	2	1
Illinois Eastern Comm. Colleges, IL	94	85	2	4
Imperial Valley College, CA	304	81	2	1
Independence Comm. College, KS	33	70	2	1
Iowa Central Comm. College, IA	92	75	2	1
Iowa Lakes Comm. College, IA	83	75	2	2
Iowa Western Comm. College, IA	108	75	2	2
Jackson Comm. College, MI	108	65	2	4
Jackson Comm. College/Clerical, MI	66	...	2	1
Jamestown Comm. College/Clerical, NY	90	...	2	2
Jefferson Comm. College, NY	100	75	2	1
Jefferson Tech. College, OH	43	85	2	1
Jefferson Tech. College/Clerical, OH	47	...	2	1
John A. Logan College, IL	85	72	2	1
John A. Logan College, ESP, IL	96	...	2	1
Johnson County Comm. College, KS	293	80	2	1
Kansas City Kansas Comm. College, KS	136	71	2	1
Kaskaskia College/Staff, IL	60	...	2	1
Keene State College, NH	161	77	4	1
Kellogg Comm. College, MI	104	68	2	1
Kellogg Comm. College/Clerical/AP, MI	52	...	2	1
Kellogg Comm. College/Maint., MI	24	...	2	1
Kendall College of Art and Design, MI	72	74	4	1
Kern Comm. College, CA	896	77	2	3
Kirkwood Comm. College, IA	200	75	2	2
Labette Comm. College, KS	40	70	2	2
Laboure College, MA	22	75	2	1
Lackawanna Jr. College, PA	26	79	2	1
Lake Superior State University, MI	118	78	4	1
Lake Superior State University/ESP, MI	112	85	4	1
Lakeland Comm. College, OH	122	78	2	1
Lakeshore Tech. College, WI	110	68	2	1
Lane Comm. College, OR	282	74	2	1
Lane Comm. College/Support, OR	366	...	2	1
Lansing Comm. College, MI	1,000	68	2	1
Lansing Comm. College/Clerical, MI	100	...	2	1
Lehigh County Comm. College, PA	81	70	2	1
Lehigh County Comm. College/Support, PA	36	...	2	1
Lewis and Clark Comm. College, IL	79	79	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Long Beach City College, CA, Full-time unit	299	78	2	2
Long Beach City College, CA, Part-time unit	600	90	2	1
Lower Columbia College, WA	82	81	2	1
Luzerne County Comm. College, PA	107	71	2	1
Luzerne County Comm. College/Clerical, PA	109	71	2	1
Maine Technical College System, ME	304	...	2	7
Maine Technical College Sys./Admin., ME	52	...	2	6
Maine, University of-System, ME	1,250	78	4	7
Maine, University of-System/ESP 1, ME	1,246	78	4	9
Maine, University of-System/ESP 2, ME	863	78	4	9
Massachusetts Comm. College System, MA	1,700	76	2	15
Massachusetts Comm. College System/Cont'g Ed., MA	1,800	87	2	15
Massachusetts State Colleges, MA	1,535	77	4	9
Massachusetts State Colleges/Cont'g Ed., MA	1,050	87	4	9
Massachusetts State Colleges/Prof. Admin., MA	447	79	4	9
Massachusetts, University of, Lowell, MA	509	76	4	1
Massachusetts, University of, MA	1,800	76	4	4
Massachusetts, University of/ESP, MA	1,293	80	4	2
McHenry County College, IL	73	71	2	1
Medicine and Dentistry, Univ. of/Acad. Prof., NJ	97	84	4	3
Mendocino College/Adjunct, CA	9	94	2	1
Merced College, CA	490	76	2	1
Mercer County Comm. College, NJ	121	70	2	1
Metropolitan Comm. College, NE	159	74	2	4
Michigan State University/AP, MI	780	85	4	1
Mid-Michigan Comm. College, MI	38	68	2	2
Mid-Michigan Comm. College/Clerical, MI	42	68	2	2
Mid-Plains Comm. College Area, NE	85	76	2	2
Mid-State Tech. College, WI	90	70	2	3
Mid-State Tech. Inst./Custodial, WI	12	...	2	3
Minnesota Comm. College System, MN	2,200	72	2	20
Minnesota Tech. Colleges, MN	2,400	95	2	34
Minnesota, Univ. of, Duluth, MN	325	...	4	1
Mitchell Tech. Inst./Support, SD	13	...	2	1
Monroe County Comm. College, MI	61	73	2	1
Monroe County Comm. College/Custodial, MI	17	93	2	1
Montcalm Comm. College, MI	27	68	2	1
Montcalm Comm. College/Support, MI	26	68	2	1
Monterey Peninsula College, CA	307	76	2	1
Moraine Park Tech. Coll./Support, WI	100	....	2	1
Mott Comm. College, MI	415	66	2	3
Mott Comm. College/Prof./Tech., MI	100	...	2	1
Mount Hood Comm. College, OR	160	80	2	1
Mount Hood Comm. College/Adjunct, OR	400	82	2	1
Mount San Antonio College, CA	696	76	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Mount San Jacinto College, CA	63	76	2	2
Muskegon Comm. College, MI	98	65	2	1
Muskegon Comm. College/Clerical, MI	43	...	2	1
Napa Valley College, CA	266	77	2	1
National College, SD	40	76	4	1
Nebraska-Kearney, University of, NE	318	76	4	1
Nebraska State Colleges, NE	239	76	4	3
Nebraska State Colleges/Prof., NE	70	94	4	3
Niagara County Comm. College, NY	225	78	2	1
Niagara County Comm. College/Clerical, NY	120	...	2	1
Nicolet Area Tech. College/Clerical/Maint., WI	40	...	2	1
North Central Michigan College, MI	30	80	2	1
North Central Tech. College, WI	138	69	2	2
North Central Tech. College/Tech., WI	40	...	2	2
North Country Comm. College, NY	65	78	2	3
North Orange County Comm. College, CA	515	79	2	2
Northeast Iowa Comm. College/Area I, IA	143	75	2	2
Northeast Iowa Comm. College/Area IV, IA	32	75	2	1
Northeast Comm. Colleges, NE	90	90	2	1
Northeast Wisconsin Tech. College, WI	215	72	2	3
Northeast Wisconsin Tech. College/Clerical, WI	100	...	2	3
Northeast Wisconsin Tech. College/Tech., WI	50	...	2	3
Northern Iowa, University of, IA	680	91	4	1
Northern Mich. University/Tech. & Appl. Sci., MI	23	80	2	1
Northwest Iowa Tech. College, IA	33	75	2	1
Northwest Tech. College, OH	46	75	2	1
Northwest State CC/ESP, OH	20	86	2	1
Northwest State CC, OH	41	...	2	1
Oakland Comm. College, MI	291	71	2	5
Oakton Comm. College, IL	151	86	2	1
Oakton Comm. College/Part-time, IL	118	85	2	1
Ocean County College, NJ	128	68	2	1
Ocean County College/Support, NJ	148	...	2	1
Ocean County College/Admin.-Primary, NJ	33	93	2	1
Ocean County College/Admin.-Supervisory, NJ	19	93	2	1
Olympic College, WA	401	64	2	1
Orange County Comm. College, NY	203	78	2	2
Palm Beach Comm. College, FL	200	75	2	4
Palo Verde Comm. College, CA	57	80	2	1
Pasadena City College, CA	348	79	2	1
Passaic County Comm. College, NJ	62	72	2	1
Passaic County Comm. College/Admin., NJ	54	93	2	1
Passaic County Comm. College/Support, NJ	76	...	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Peirce Junior College, PA	22	92	2	1
Pennsylvania College of Technology, PA	218	71	2/4	2
Pensacola Jr. College, FL	324	85	2	3
Pima Comm. College, AZ	287	78	2	5
Pittsburg State Univ., KS	218	74	4	1
Pratt Comm. College, KS	34	77	2	1
Rancho Santiago Comm. College/Cont'g Ed., CA	509	77	2	2
Raritan Valley Comm. College/Admin., NJ	45	...	2	1
Rhode Island, Comm. College of, RI	320	72	2	3
Rhode Island, Comm. College of/Prof. Staff, RI	130	80	2	2
Rhode Island, Comm. College of/Clerical, RI	189	...	2	2
Rhode Island School of Design, RI	114	78	4	1
Rhode Island School of Design/Adjunct, RI	80	80	4	1
Rhode Island, University of/Physicians, RI	4	79	4	1
Rhode Island, University of/Prof., RI	241	...	4	1
Rhode Island, University of/Clerical, RI	488	...	4	1
Rio Hondo Comm. College, CA	660	79	2	1
Riverside Comm. College, CA	785	78	2	3
Robert Morris College/Custodial, PA	65	...	4	1
Roger Williams College, RI	243	72	4	2
Roger Williams College/Clerical, RI	59	...	4	1
Roger Williams College/Custodial, RI	34	...	4	1
Rogue Comm. College, OR	65	75	2	1
Saddleback Comm. College, CA	984	76	2	2
Saginaw Valley State University, MI	180	72	4	1
Saginaw Valley State University/ESP, MI	37	78	4	1
Saginaw Valley State University/Clerical, MI	140	...	4	1
St. Bernard Parish Comm. College, LA	30	...	2	1
St. Clair County Comm. College, MI	97	68	2	1
St. Clair County Comm. College/Clerical, MI	55	...	2	1
Saint Leo College, FL	56	79	4	1
St. Louis Comm. College, MO	435	77	2	3
Salem Comm. College, NJ	35	75	2	1
Salem Comm. College/Support, NJ	14	...	2	1
San Bernardino Comm. College, CA	643	84	2	2
San Joaquin Delta College, CA	633	77	2	1
Santa Clarita Comm. College/Dist. 6, CA	260	77	2	1
Sauk Valley College, IL	60	69	2	1
Schenectady County Comm. College, NY	76	78	2	1
Schoolcraft College, MI	420	72	2	1
Schoolcraft College/Clerical, MI	50	...	2	1
Schoolcraft College/Maintenance, MI	39	...	2	1
Shasta College, CA	394	76	2	1
Shawnee Comm. College, IL	42	84	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Shawnee State University, OH	118	75	4	1
Shawnee State University/ESP, OH	80	75	4	1
Sierra Comm. College Dist., CA	502	77	2	1
Skagit Valley College, WA	379	65	2	2
Solano Comm. College, CA	384	76	2	1
South County Community College, CA	895	78	2	2
South Dakota University System, SD	1,168	77	4	6
Southeast Comm College/Prof, NE	70	94	4	3
Southeastern Comm. College, IA	89	87	2	2
Southeastern Comm. College/Prof., IA	70	94	4	3
Southeastern Comm. College/Prof. Adm., IA	55	91	2	3
Southeastern Illinois College, IL	67	85	2	1
Southeastern Voc. Tech. Inst./Clerical, SD	10		2	1
Southern Illinois Univ.-Carbondale, IL	740	96	4	1
Southern Illinois Univ.-Carbondale/Staff, IL	96	88	4	1
Southern Illinois Univ.-Carbondale/ESP, IL	658	78	4	1
Southern Illinois Univ.-Edwardsville/AP, IL	280	88	4	2
Southern Illinois Univ.-Edwardsville/Tech., IL	100	92	4	2
Southern State Comm. College, OH	40	85	2	3
Southwestern Comm. College, CA	214	77	2	2
Southwestern Comm. College, IA	44	75	2	2
Spokane, Comm. Colleges of, WA	453	70	2	2
Spoon River College, IL	35	73	2	1
Spoon River College/Tech., IL	30	92	2	1
Spoon River College/Correctional Center, IL	8	92	2	1
Sullivan County Comm. College, NY	120	78	2	1
Sullivan County Comm. College/Staff, NY	111	...	2	2
Suomi College/Support, MI	31	...	2	1
Taft College, CA	54	76	2	1
Thaddeus Stevens State School of Tech., PA	39	72	2	1
Tompkins-Cortland Comm. College, NY	91	82	2	1
Treasure Valley Comm. College, OR	55	80	2	1
Ulster County Comm. College/Staff, NY	57	84	2	1
Union County College/Acad. Prof., NJ	67	...	2	4
Union County College/Clerical, NJ	90	...	2	4
Union County College/Maintenance, NJ	39	...	2	4
Union County College/Support, NJ	18	...	2	4
Victor Valley College, CA	89	76	2	1
Walla Walla Comm. College, WA	255	68	2	3
Warren County Comm. College, NJ	12	92	2	1
Warren County Comm. College, ESP, NJ	...	97	2	1
Washtenaw Comm. College, MI	174	66	2	1
Waukesha County Tech. College, WI	210	67	2	3

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Waukesha County Tech. College/Support, WI	175	...	2	3
Wenatchee Valley College, WA	65	65	2	2
West Hills Comm. College, CA	50	77	2	1
Westmoreland County Comm. College, PA	105	72	2	1
Westmoreland County Comm. Coll./Support, PA	12	...	2	1
West Shore Comm. College, MI	28	84	2	1
West Shore Comm. College/Clerical, MI	33	...	2	1
Western Iowa, Tech. Comm. College, IA	88	76	2	1
Western Nebraska Comm. College, NE	70	76	2	2
William R. Harper Comm. College/Custodial, IL	85	...	2	1
William R. Harper Comm. College/Part-time, IL	400	94	2	1
Williamsport Area Comm. College, PA	158	72	2	2
Youngstown State University, OH	424	72	4	1
Youngstown State University/AS, OH	440	85	4	1
Youngstown State University/AP, OH	100	86	4	1

NOTES:

1. Unit size is full-time, or full-time and part-time, as reported by unit. Units are faculty unless otherwise stated. AP = Academic Professional unit. AS = Administrative staff unit.

2. This table employs the definition of a branch campus used by the National Center for Education Statistics. A branch campus, notes the NCES definition, possesses these characteristics: a permanent administration, programs offered that are at least two years in length, location not within commuting distance of the parent campus.

3. While we believe the list to be accurate, unit size and affiliation change. If there are errors in the list, please write to the Higher Education Office, NEA, with updated information, and the listing will be corrected.

PART II
FACULTY SALARY REPORT

1996-97 FACULTY SALARY REPORT

The 1996-97 institutional faculty salary report provides salary and compensation information for the 3,047 institutions in NEA's faculty salary universe. The data—organized by state, institutional type, and control—are provided by the U.S. Department of Education's National Center for Education Statistics Integrated Postsecondary Education Data System's Preliminary Salary Survey for 1996-97.

Detailed data are reported for faculty on 9/10 month contracts only. Only the percentage of faculty on 11/12 month contracts are listed in the tables. A national summary of faculty on 11/12 month contracts appears on page 126. Changes in average faculty salaries are reported only for institutions responding to the NCES's Salary Surveys in both 1995-96 and 1996-97. All dollar amounts are reported in thousands of dollars.

Definitions for the institutional report column headings are as follows:

PROF ($):	Average salary for professors on 9/10 month contracts, in thousands of dollars.
ASSC ($):	Average salary for associate professors on 9/10 month contracts, in thousands of dollars.
ASST ($):	Average salary for assistant professors on 9/10 month contracts, in thousands of dollars.
INST/LECT ($):	Average salary for instructors and/or lecturers on 9/10 month contracts, in thousands of dollars.
NO RANK ($):	Average salary for faculty on 9/10 month contracts with no rank, in thousands of dollars.
AVG ($):	Average salary for faculty on 9/10 month contracts, in thousands of dollars.
% CHG (%):	Percent change in average faculty salary from 1994-95 to 1995-96.

# OF FAC (#):	Number of full-time faculty on 9/10 month contracts.
% FEM (%):	Percent of faculty on 9/10 month contracts that are female.
% TNRD (%):	Percent of faculty on 9/10 month contracts that are tenured.
% 11/12 (%):	Percent of all faculty in the institution that are on 11/12 month contracts.
AVG BENE ($):	Average benefits for faculty on 9/10 month contracts, in thousands of dollars.

The following notes are used throughout the report:

(1) Based on data as reported by the institution.

(3) Nonresponding institution, data are not imputed.

(4) Nonresponding institution, data are imputed based on previous year.

+ Data suppressed for confidentiality purposes.

* Due to suppression of data in one or more ranks for confidentiality purposes, the institution's average salary has been computed from the averages shown in the ranks of this report.

AVERAGE SALARY, BENEFITS, NUMBER OF FACULTY AND PERCENT OF FACULTY TENURED, FACULTY ON 11/12 MONTH CONTRACTS BY INSTITUTIONAL TYPE AND CONTROL

1996-97

	Control		
Offering Level	Public	Independent	Average of All Faculty
AA			
Average salary	$43,882	$36,068	$43,477
Number of faculty	12,753	744	13,497
Average benefits	$10,461	$6,755	$10,258
Percent tenured	65.8%	53.2%	65.6%
BA			
Average salary	$48,908	$41,169	$42,346
Number of faculty	433	1,847	2,280
Average benefits	$10,154	$8,785	$9,048
Percent tenured	54.8%	50.4%	51.7%
BA+			
Average salary	$59,225	$44,423	$51,323
Number of faculty	3,625	4,195	7,820
Average benefits	$13,092	$10,561	$11,686
Percent tenured	70.4%	40.5%	57.7%
Doctoral			
Average salary	$70,389	$65,051	$68,957
Number of faculty	27,901	10,477	38,378
Average benefits	$15,633	$14,579	$13,355
Percent tenured	62.1%	39.0%	56.1%

SOURCE: NCES, IPEDS Preliminary Faculty Salary Data, 1996-97.

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
ALABAMA												
Public Institutions												
AA												
ALABAMA AVIATION & TECH C (1)	--	--	--	--	39.7	39.7	3.8	19	21	84	0	8.8
ALABAMA SOUTHERN CC (1)	--	--	--	--	37.2	37.2	3.9	37	51	65	5	8.3
BESSEMER STATE TECH C (1)	--	--	--	--	39.3	39.3	6.3	35	57	74	13	8.7
BEVILL STATE CC (1)	--	--	--	--	37.7	37.7	-2.9	72	39	81	16	8.3
BEVILL STATE CC-BREWER CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
BISHOP STATE CC (1)	--	--	--	--	37.1	37.1	10.1	110	55	82	6	8.3
CENTRAL ALABAMA CC (1)	--	--	--	--	37.1	37.1	0.3	47	43	72	8	8.3
CHATTAHOOCHEE VALLEY CC (1)	--	--	--	--	37.9	37.9	4.7	35	51	66	0	9.6
CHAUNCEY SPARKS STATE TECH C (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOUGLAS MACARTHUR STATE TECH C (1)	--	--	--	--	--	--	--	0	--	--	100	--
ENTERPRISE STATE JR C (1)	--	--	--	--	40.1	40.1	1.4	36	47	89	0	9.1
GADSDEN STATE CC (1)	--	--	--	--	39.3	39.3	8.2	115	50	89	0	8.6
GEORGE C WALLACE STATE CC-HANCEVILLE (1)	--	--	--	--	35.6	35.6	1.8	119	56	70	0	8.0
GEORGE C WALLACE STATE CC-DOTHAN (1)	--	--	--	--	37.8	37.8	-1.5	81	54	98	25	8.4
GEORGE C WALLACE STATE CC-SELMA (1)	--	--	--	--	38.1	38.1	3.9	53	47	81	0	8.7
HARRY M AYERS STATE TECH C (1)	--	--	--	--	39.3	39.3	18.7	21	48	43	16	8.7
J F DRAKE STATE TECH C (1)	--	--	--	--	--	--	--	0	--	--	100	--
JAMES H FAULKNER STATE CC (1)	--	--	--	--	36.0	36.0	4.3	37	49	59	26	8.1
JEFFERSON DAVIS CC (1)	--	--	--	--	35.9	35.9	0.4	36	42	72	22	8.0
JEFFERSON STATE CC (1)	--	--	--	--	40.3	40.3	3.0	95	55	85	0	8.9
JOHN C CALHOUN STATE CC (1)	--	--	--	--	39.3	39.3	4.0	118	53	91	0	8.6
JOHN M PATTERSON STATE TECH C (1)	--	--	--	--	--	--	--	0	--	--	100	--
LAWSON STATE CC (1)	--	--	--	--	39.7	39.7	3.6	55	56	89	0	9.1
LURLEEN B WALLACE STATE JR C (1)	--	--	--	--	36.0	36.0	-5.0	22	41	77	0	8.1
NORTHEAST ALABAMA STATE CC (1)	--	--	--	--	38.4	38.4	3.3	29	55	72	15	8.5
NORTHWEST SHOALS CC (1)	--	--	--	--	38.5	38.5	1.1	69	42	87	3	10.0
NORTHWEST SHOALS CC-PHIL CAMPBELL (1)	--	--	--	--	--	--	--	--	--	--	--	--
REID STATE TECH C (1)	--	--	--	--	+	+	--	1	100	100	96	9.4
SHELTON STATE CC (1)	--	--	--	--	33.7	33.7	-1.3	63	63	73	11	8.6
SNEAD STATE CC (1)	--	--	--	--	33.8	33.8	-9.7	14	50	71	48	7.7
SOUTHERN UNION STATE CC (1)	--	--	--	--	36.3	36.3	2.5	75	64	79	1	8.6
TRENHOLM STATE TECH C (1)	--	--	--	--	33.8	33.8	5.7	7	57	0	84	7.7
U OF ALABAMA AT BIRMINGHAM-WALKER C (1)	--	--	--	--	33.4	33.4	1.4	16	31	88	24	10.8
BA												
ATHENS STATE C (1)	51.7	45.9	40.1	--	--	44.6	4.4	62	40	76	7	9.6
BA+												
ALABAMA STATE U (1)	49.9	42.1	37.0	29.5	--	37.9	6.8	222	51	41	0	8.7
AUBURN U AT MONTGOMERY (1)	54.1	42.2	35.4	27.4	--	41.0	1.3	167	39	66	14	9.3
JACKSONVILLE STATE U (1)	50.7	41.0	37.1	32.6	--	38.7	4.0	172	47	39	33	10.5
TROY STATE U IN PHENIX CITY (1)	--	--	--	--	--	--	--	--	--	--	--	--
TROY STATE U-DOTHAN (1)	45.7	44.9	38.2	--	--	*41.9	--	51	37	39	9	7.3
TROY STATE U-MAIN CAMPUS (1)	51.4	43.8	35.4	26.7	--	37.9	1.4	138	49	54	38	6.5
TROY STATE U-MONTGOMERY (1)	--	--	+	--	--	+	--	3	67	0	91	--
U OF MONTEVALLO (1)	47.7	40.6	32.4	28.8	--	39.7	1.7	137	39	61	0	9.8
U OF NORTH ALABAMA (1)	50.8	44.9	38.4	33.5	--	42.9	0.6	179	42	67	11	10.2
U OF SOUTH ALABAMA-BALDWIN (1)	--	--	--	--	--	--	--	--	--	--	--	--

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene ($)
U OF WEST ALABAMA (1)	40.6	37.4	30.0	--	--	*33.8	--	28	21	50	69	--
DOCTORAL												
ALABAMA A&M U (1)	49.7	40.7	34.6	26.2	--	38.5	7.9	299	33	45	4	9.5
AUBURN U MAIN CAMPUS (1)	62.0	46.1	39.8	26.8	--	47.5	2.2	720	25	69	37	10.6
THE U OF ALABAMA (1)	66.0	48.7	41.1	27.6	--	*50.4	--	716	29	64	3	13.9
U OF ALABAMA AT BIRMINGHAM (1)	64.9	47.3	39.8	30.8	--	*47.7	--	319	29	62	53	14.0
U OF ALABAMA IN HUNTSVILLE (1)	61.5	44.3	41.5	26.9	--	*46.0	--	226	33	56	18	12.8
U OF SOUTH ALABAMA (1)	58.5	46.4	41.0	32.4	--	*46.4	--	307	27	55	31	10.9
Independent Institutions												
AA												
FAULKNER U-BIRMINGHAM (1)	--	--	--	--	--	--	--	--	--	--	--	--
FAULKNER U-FLORENCE (1)	--	--	--	--	--	--	--	--	--	--	--	--
FAULKNER U-HUNTSVILLE (1)	--	--	--	--	--	--	--	--	--	--	--	--
FAULKNER U-MOBILE (1)	--	--	--	--	--	--	--	--	--	--	--	--
MARION MILITARY INST (1)	--	--	--	--	24.7	*24.7	--	13	15	38	7	--
BA												
CONCORDIA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
FAULKNER U (1)	+	31.7	28.5	22.7	--	*28.6	2.7	26	38	50	24	6.3
HUNTINGDON C (1)	40.6	36.5	32.6	--	--	*35.7	--	42	33	64	2	7.8
INT'L BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
JUDSON C (1)	41.6	35.3	30.8	22.7	--	*33.1	0.9	22	50	36	0	--
MILES C (1)	+	16.1	23.6	20.0	--	*21.1	--	33	48	6	23	--
OAKWOOD C (1)	34.2	32.9	30.7	--	--	*31.9	--	66	53	32	18	--
SELMA U (3)	--	--	--	--	--	--	--	--	--	--	--	--
STILLMAN C (1)	34.1	31.3	26.4	--	--	*29.8	1.6	54	48	52	7	7.6
TALLADEGA C (1)	33.5	29.7	28.8	24.2	--	*30.1	--	39	41	46	7	4.6
BA+												
BIRMINGHAM SOUTHERN C (1)	53.1	40.9	37.1	--	--	*45.3	--	91	32	66	0	12.7
SOUTHEASTERN BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
SPRING HILL C (1)	46.7	37.6	31.5	--	--	39.8	--	61	28	70	0	8.7
TUSKEGEE U (1)	46.2	38.7	33.4	25.9	14.5	*36.1	--	256	32	40	0	6.6
U OF MOBILE (1)	36.7	33.1	29.7	23.4	--	31.0	--	85	59	22	11	7.2
DOCTORAL												
SAMFORD U (1)	66.7	54.2	36.2	28.2	--	51.1	7.9	174	40	51	26	11.9
SOUTHERN CHRISTIAN U (1)	--	34.0	--	--	--	34.0	3.0	3	0	0	57	--
U.S. SPORTS ACAD (1)	--	--	--	--	--	--	--	0	--	--	100	--

ALASKA

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene ($)
Public Institutions												
AA												
PRINCE WILLIAM SOUND CC (1)	+	+	+	--	--	+	5.5	6	83	83	0	19.3
BA+												
U OF ALASKA ANCHORAGE (1)	62.6	51.5	42.3	36.6	--	51.2	--	393	41	65	7	16.0
U OF ALASKA SOUTHEAST (1)	60.1	53.4	38.4	27.6	+	*47.2	1.0	71	39	42	9	14.4
DOCTORAL												
U OF ALASKA FAIRBANKS (1)	64.8	55.2	42.0	37.4	+	*51.2	2.5	293	34	55	22	15.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene. ($)
Independent Institutions												
BA												
SHELDON JACKSON C (1)	34.8	+	29.4	--	--	*31.4	0.0	13	38	0	19	5.9
BA+												
ALASKA PACIFIC U (1)	48.5	43.5	39.1	35.4	--	*41.7	2.7	28	50	0	7	9.4
ARIZONA												
Public Institutions												
AA												
ARIZONA WESTERN C (1)	--	--	--	--	36.9	36.9	0.8	101	49	100	0	9.6
CENTRAL ARIZONA C (1)	--	--	--	--	43.4	43.4	-1.1	77	40	0	14	8.5
CHANDLER/GILBERT CC (1)	--	--	--	--	56.7	56.7	6.6	46	57	76	0	11.1
COCHISE C (1)	--	--	--	--	40.2	40.2	2.6	91	42	0	13	7.0
EASTERN ARIZONA C (1)	--	--	--	--	38.9	38.9	0.4	54	26	59	11	10.9
GATEWAY CC (1)	--	--	--	--	56.1	56.1	2.7	52	69	60	0	11.0
GLENDALE CC (1)	--	--	--	--	59.5	59.5	4.9	196	44	85	0	11.4
MESA CC (1)	--	--	--	--	58.4	58.4	4.5	217	47	78	0	11.3
MOHAVE CC (1)	--	--	--	--	38.6	38.6	3.6	51	49	0	0	7.8
NAVAJO CC (1)	--	--	--	--	27.8	27.8	1.1	57	42	100	0	--
NORTHLAND PIONEER C (1)	--	--	--	--	35.4	35.4	-3.9	38	32	100	3	6.5
PARADISE VALLEY CC (1)	--	--	--	--	57.7	57.7	4.7	57	47	75	0	11.2
PHOENIX C (1)	--	--	--	--	59.3	59.3	4.3	139	63	79	0	11.4
PIMA CC (1)	--	--	--	--	43.7	43.7	7.9	281	49	0	0	6.9
RIO SALADO CC (1)	--	--	--	--	58.9	58.9	9.7	13	46	77	0	11.3
SCOTTSDALE CC (1)	--	--	--	--	58.9	58.9	4.0	125	42	81	0	11.3
SOUTH MOUNTAIN CC (1)	--	--	--	--	57.6	57.6	3.0	·41	63	85	0	11.2
YAVAPAI C (1)	--	--	--	--	40.3	40.3	-1.4	80	36	0	0	7.4
BA+												
ARIZONA STATE U-WEST (1)	71.2	55.8	45.3	37.4	21.4	*51.0	--	188	50	41	0	10.2
DOCTORAL												
ARIZONA STATE U-MAIN CAMPUS (1)	69.5	51.7	43.3	30.6	28.6	55.2	5.3	1,397	29	71	6	11.5
NORTHERN ARIZONA U (1)	59.6	47.5	38.0	28.2	--	45.3	3.8	637	37	57	0	11.0
U OF ARIZONA (1)	73.6	50.8	44.8	40.7	--	59.8	1.6	1,134	26	75	18	11.8
Independent Institutions												
BA												
ARIZONA C OF THE BIBLE (1)	35.1	--	+	--	--	*35.1	--	4	25	0	0	5.7
SW CONSERVATIVE BAPTIST BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA+												
AMERICAN GRAD SCHL OF INT'L MGMT (1)	67.0	84.2	44.5	41.9	--	*69.9	43.1	98	23	60	0	16.7
GRAND CANYON U (1)	43.1	35.3	30.4	21.2	--	*33.3	--	98	50	52	0	8.5
OTTAWA U-PHOENIX (1)	--	--	--	--	--	--	--	0	--	--	100	--
PRESCOTT C (1)	--	--	--	--	--	--	--	0	--	--	100	--
ARKANSAS												
Public Institutions												
AA												
ARKANSAS STATE U-BEEBE BRANCH (1)	+	+	31.4	26.5	--	*29.5	8.4	62	42	29	17	8.3
EAST ARKANSAS CC (1)	--	--	--	--	31.7	31.7	7.2	34	65	0	17	8.2

	Prof ($)	Assc ($)	Asst ($)	Inst / Lect ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
GARLAND COUNTY CC (1)	--	--	--	--	34.6	34.6	-0.3	44	59	0	8	8.4
MID-SOUTH CC (1)	--	--	--	--	31.9	31.9	--	12	67	0	43	--
MISSISSIPPI COUNTY CC (1)	--	--	--	--	31.7	31.7	5.4	37	68	0	10	9.6
NORTH ARKANSAS COMMUNITY TECH C (1)	--	--	--	--	34.7	34.7	4.8	57	51	0	16	9.3
NORTHWEST ARKANSAS CC (1)	--	--	--	--	31.2	31.2	-0.7	49	51	0	17	8.2
PHILLIPS CC OF THE U OF AR (1)	--	--	--	--	30.9	30.9	6.3	58	72	0	3	8.5
RICH MOUNTAIN CC (1)	--	--	--	--	35.3	35.3	4.0	14	43	0	13	8.7
SOUTH ARKANSAS CC (1)	--	--	--	--	34.7	34.7	7.0	31	58	55	26	--
SOUTHERN ARKANSAS U TECH (1)	--	36.0	33.9	31.1	--	*34.4	--	25	44	0	14	8.5
WESTARK CC (1)	--	--	--	--	31.9	31.9	1.8	95	49	68	21	8.8
BA+												
ARKANSAS TECH U (1)	46.3	40.5	35.3	26.4	--	39.4	--	167	37	66	10	9.6
HENDERSON STATE U (1)	47.4	40.6	37.1	27.0	--	40.4	2.8	141	33	61	2	10.4
SOUTHERN ARKANSAS U MAIN CAMPUS (1)	50.8	40.5	34.8	26.6	--	39.1	1.5	109	45	56	16	9.8
U OF ARKANSAS AT MONTICELLO (1)	46.0	39.5	34.9	29.6	--	*36.6	--	92	34	47	18	7.9
U OF ARKANSAS AT PINE BLUFF (1)	43.2	39.7	36.2	28.9	--	35.7	1.4	127	42	41	31	8.3
U OF CENTRAL ARKANSAS (1)	53.3	44.3	37.7	29.8	--	40.9	0.3	320	40	48	13	8.9
DOCTORAL												
ARKANSAS STATE U-MAIN CAMPUS (1)	56.0	45.4	36.7	28.5	--	41.6	4.2	355	34	53	12	10.5
U OF ARKANSAS AT FAYETTEVILLE (1)	63.8	48.6	42.2	26.6	--	48.8	3.9	539	29	58	30	10.1
U OF ARKANSAS AT LITTLE ROCK (1)	57.2	43.4	40.0	28.4	+	*45.0	--	323	37	66	8	9.7
U OF ARKANSAS FOR MED SCIENCES (1)	--	+	+	27.6	--	*27.6	-1.1	9	100	0	94	6.6
Independent Institutions												
AA												
SHORTER C (1)	--	--	--	--	13.3	13.3	-1.7	13	62	0	0	--
BA												
ARKANSAS BAPTIST C (1)	+	+	+	--	--	+	0.0	9	44	100	36	2.2
CENTRAL BAPTIST C (1)	+	26.6	+	--	--	*26.6	6.3	12	33	0	0	4.9
HENDRIX C (1)	51.8	43.1	39.9	--	--	*47.0	--	69	22	68	0	14.5
LYON C (1)	54.3	44.6	34.3	--	--	*42.2	1.6	41	32	34	0	9.1
OUACHITA BAPTIST U (1)	48.2	38.6	34.1	26.1	--	*38.0	--	98	27	50	0	11.4
PHILANDER SMITH C (1)	30.9	25.0	22.8	17.5	--	*23.4	0.2	31	32	35	0	--
U OF THE OZARKS (1)	36.6	33.6	30.5	--	--	33.5	--	33	33	58	0	--
WILLIAMS BAPTIST C (1)	+	24.4	25.3	--	--	*25.0	-0.8	21	52	19	0	5.9
BA+												
HARDING U (1)	45.1	41.4	37.0	25.5	--	*41.0	--	178	25	48	0	9.4
JOHN BROWN U (1)	43.4	37.9	30.8	--	--	*38.2	--	55	20	0	11	8.7

CALIFORNIA

Public Institutions

	Prof ($)	Assc ($)	Asst ($)	Inst / Lect ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
ALLAN HANCOCK C (1)	--	--	--	--	50.8	50.8	-0.8	89	36	85	1	11.8
AMERICAN RIVER C (4)	--	--	--	--	--	+	--	225	--	--	--	--
ANTELOPE VALLEY C (4)	--	--	--	--	--	+	--	97	--	--	--	--
BAKERSFIELD C (1)	--	--	--	--	45.6	45.6	-1.3	111	51	68	2	9.7
BARSTOW C (1)	--	--	--	--	53.2	53.2	-0.7	25	16	100	0	12.0
BUTTE C (1)	--	--	--	--	49.3	49.3	-0.4	126	39	91	1	57.2
CABRILLO C (1)	--	--	--	--	54.7	54.7	8.8	119	48	80	0	10.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
CANADA C (1)	--	--	--	--	56.3	56.3	-0.3	55	42	95	0	11.7
CERRITOS C (1)	--	--	--	--	57.9	57.9	7.0	225	45	89	0	--
CERRO COSO CC (4)	--	--	--	--	--	+	--	16	--	--	--	--
CHABOT C (4)	--	--	--	--	--	+	--	153	--	--	--	--
CHAFFEY CC (1)	--	--	--	--	63.3	63.3	-0.3	122	52	95	0	12.1
CITRUS C (1)	--	--	--	--	51.8	51.8	2.5	102	35	80	11	--
CITY C OF SAN FRANCISCO (1)	--	--	--	--	57.3	57.3	9.0	561	53	86	0	12.2
COASTLINE CC (1)	--	--	--	--	55.2	55.2	6.1	28	71	93	7	--
C OF ALAMEDA (1)	--	--	--	--	49.3	49.3	7.7	65	32	0	0	--
C OF MARIN (1)	--	--	--	--	58.1	58.1	-0.9	115	43	85	3	10.9
C OF SAN MATEO (1)	--	--	--	--	55.1	55.1	--	127	38	92	0	11.0
C OF THE CANYONS (1)	--	--	--	--	56.7	56.7	-3.0	9	67	100	0	--
C OF THE DESERT (1)	53.5	49.3	43.5	--	--	*50.5	9.0	85	34	84	12	11.9
C OF THE REDWOODS (1)	--	--	--	--	49.8	49.8	3.3	89	31	84	0	10.9
C OF THE SEQUOIAS (1)	--	--	--	--	55.2	55.2	-1.4	142	44	89	0	11.0
C OF THE SISKIYOUS (1)	--	--	--	--	44.1	44.1	-4.6	38	34	76	0	11.6
COLUMBIA C (1)	--	--	--	--	51.2	51.2	2.2	34	29	53	0	13.9
COMPTON CC (3)	--	--	--	--	--	--	--	--	--	--	--	--
CONTRA COSTA C (3)	--	--	--	--	--	--	--	--	--	--	--	--
COSUMNES RIVER C (1)	--	--	--	--	53.6	53.6	13.0	107	46	80	2	10.3
CRAFTON HILLS C (1)	--	--	--	--	56.4	56.4	7.6	35	37	97	3	--
CUESTA C (1)	--	--	--	--	50.9	50.9	11.2	93	45	85	0	11.7
CUYAMACA C (4)	--	--	--	--	--	+	--	43	--	--	--	--
CYPRESS C (1)	--	--	--	--	54.3	54.3	6.1	189	48	85	1	10.5
DE ANZA C (1)	--	--	--	--	61.2	61.2	-0.8	217	41	85	5	11.2
DIABLO VALLEY C (3)	--	--	--	--	--	--	--	--	--	--	--	--
EAST LOS ANGELES C (1)	--	--	--	--	50.3	50.3	3.6	153	44	100	0	11.8
EDUCATIONAL CULTURAL COMPLEX (1)	--	--	--	--	48.4	48.4	--	73	59	79	3	9.8
EL CAMINO C (4)	--	--	--	--	--	+	--	267	--	--	--	--
EVERGREEN VALLEY C (1)	--	--	--	--	54.0	54.0	8.1	91	51	69	1	--
FEATHER RIVER CC DISTRICT (1)	--	--	--	--	47.7	47.7	1.5	19	21	79	5	12.2
FOOTHILL C (1)	--	--	--	--	59.3	59.3	-2.2	125	43	82	13	12.8
FRESNO CITY C (4)	--	--	--	--	--	+	--	51	--	--	--	--
FULLERTON C (1)	--	--	--	--	53.0	53.0	6.7	246	42	82	2	13.8
GAVILAN C (4)	--	--	--	--	--	+	--	39	--	--	--	--
GLENDALE CC (4)	--	--	--	--	--	+	--	151	--	--	--	--
GOLDEN WEST C (1)	--	--	--	--	59.0	59.0	9.9	169	38	97	5	--
GROSSMONT C (4)	--	--	--	--	--	+	--	180	--	--	--	--
HARTNELL C (1)	--	--	--	--	50.3	50.3	7.2	76	37	87	0	12.7
IMPERIAL VALLEY C (4)	--	--	--	--	--	+	--	64	--	--	--	--
IRVINE VALLEY C (1)	--	--	--	--	60.9	60.9	2.0	66	36	68	0	14.2
KINGS RIVER CC (4)	--	--	--	--	--	+	--	9	--	--	--	--
LAKE TAHOE CC (1)	--	--	--	--	48.4	48.4	10.2	25	56	68	0	12.0
LANEY C (1)	--	--	--	--	--	--	--	0	--	--	100	--
LAS POSITAS C (1)	--	--	--	--	54.2	54.2	7.0	53	43	89	0	11.6
LASSEN CC (1)	--	--	--	--	49.5	49.5	--	28	25	86	22	--
LONG BEACH CITY C (1)	--	--	--	--	58.2	58.2	4.6	243	44	97	0	--
LOS ANGELES CITY C (1)	--	--	--	--	49.1	49.1	-0.5	186	37	100	1	11.3
LOS ANGELES HARBOR C (1)	--	--	--	--	50.9	50.9	2.3	86	55	100	1	11.4

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
LOS ANGELES MISSION C (4)	--	--	--	--	--	+	--	39	--	--	--	--
LOS ANGELES PIERCE C (1)	--	--	--	--	50.4	50.4	-0.2	176	38	99	1	11.1
LOS ANGELES SOUTHWEST C (1)	--	--	--	--	48.9	48.9	-2.5	57	49	100	2	11.4
LOS ANGELES TRADE TECH C (1)	--	--	--	--	49.6	49.6	4.2	153	42	100	0	11.0
LOS ANGELES VALLEY C (1)	--	--	--	--	49.3	49.3	-1.1	180	39	99	1	11.2
LOS MEDANOS C (3)	--	--	--	--	--	--	--	--	--	--	--	--
MENDOCINO C (1)	--	--	--	--	53.0	53.0	5.3	36	39	97	8	--
MERCED C (1)	--	--	--	--	43.2	43.2	-8.3	117	36	85	4	11.0
MERRITT C (1)	--	--	--	--	--	--	--	0	--	--	100	--
MIRA COSTA C (1)	--	--	--	--	55.1	55.1	1.5	90	52	89	1	11.9
MISSION C (4)	--	--	--	--	--	+	--	84	--	--	--	--
MODESTO JR C (1)	--	--	--	--	51.9	51.9	3.9	185	35	65	6	14.0
MONTEREY PENINSULA C (1)	--	--	--	--	50.0	50.0	16.1	96	42	90	0	11.6
MOORPARK C (1)	--	--	--	--	56.0	56.0	4.4	129	43	98	0	11.5
MOUNT SAN JACINTO C (1)	--	--	--	--	47.0	47.0	0.8	46	33	61	6	12.9
MT SAN ANTONIO C (1)	--	--	--	--	56.6	56.6	1.2	243	48	93	7	11.2
NAPA VALLEY C (1)	--	--	--	--	60.7	60.7	34.0	88	47	88	2	9.6
OHLONE C (4)	--	--	--	--	--	+	--	88	--	--	--	--
ORANGE COAST C (1)	--	--	--	--	57.6	57.6	9.9	239	41	95	1	--
OXNARD C (1)	--	--	--	--	53.5	53.5	11.5	68	44	94	0	--
PALO VERDE C (1)	--	--	--	--	48.2	48.2	-0.2	19	32	74	0	15.1
PALOMAR C (4)	--	--	--	--	--	+	--	222	--	--	--	--
PASADENA CITY C (1)	--	--	--	--	50.3	50.3	-3.4	300	48	83	3	11.1
PORTERVILLE C (1)	--	--	--	--	46.2	46.2	1.8	22	36	68	0	10.3
RANCHO SANTIAGO C (4)	--	--	--	--	--	+	--	197	--	--	--	--
RIO HONDO C (1)	--	--	--	--	57.8	57.8	3.9	133	47	87	1	13.8
RIVERSIDE CC (1)	--	--	--	--	55.0	55.0	2.8	194	47	80	0	13.0
SACRAMENTO CITY C (1)	--	--	--	--	54.6	54.6	12.5	194	51	86	2	10.1
SADDLEBACK C (1)	--	--	--	--	69.4	69.4	4.3	165	40	92	0	14.2
SAN BERNARDINO VALLEY C (1)	--	--	--	--	55.7	55.7	6.8	95	38	91	1	10.7
SAN DIEGO CITY C (1)	--	--	--	--	54.0	54.0	5.0	129	43	90	6	11.0
SAN DIEGO MESA C (1)	--	--	--	--	59.1	59.1	-6.9	221	42	93	1	11.8
SAN DIEGO MIRAMAR C (1)	--	--	--	--	56.3	56.3	-27	66	32	91	0	11.7
SAN JOAQUIN DELTA C (1)	--	--	--	--	57.7	57.7	0.6	199	44	86	0	14.6
SAN JOSE CITY C (1)	--	--	--	--	56.0	56.0	11.0	117	47	84	0	10.7
SANTA BARBARA CITY C (4)	--	--	--	--	--	+	--	153	--	--	--	--
SANTA MONICA C (1)	61.7	51.6	45.4	41.5	--	57.0	-2.0	235	55	89	0	13.7
SANTA ROSA JR C (4)	--	--	--	--	--	+	--	226	--	--	--	--
SHASTA C (1)	--	--	--	--	52.5	52.5	0.7	115	37	90	0	10.8
SIERRA C (1)	--	--	--	--	54.1	54.1	-0.3	101	30	99	2	12.2
SKYLINE C (1)	--	--	--	--	54.9	54.9	1.7	93	46	90	0	10.4
SOLANO COUNTY CC DISTRICT (1)	--	--	--	--	53.2	53.2	7.6	122	44	86	0	--
SOUTHWESTERN C (1)	--	--	--	--	56.5	56.5	9.8	167	47	93	5	10.5
TAFT C (1)	--	--	--	--	55.2	55.2	-1.5	20	40	80	17	5.3
VENTURA C (1)	--	--	--	--	56.5	56.5	4.6	130	39	99	0	11.3
VICTOR VALLEY C (1)	--	--	--	--	53.4	53.4	5.0	57	35	95	0	11.2
VISTA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
WEST HILLS CC (1)	--	--	--	--	--	--	--	0	--	--	--	--
WEST LOS ANGELES C (1)	--	--	--	--	48.9	48.9	-1.3	65	32	100	2	11.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
WEST VALLEY C (4)	--	--	--	--	--	+	--	136	--	--	--	--
YUBA C (3)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
CALIFORNIA MARITIME ACAD (1)	70.7	+	42.4	98.5	46.2	*59.9	8.9	36	14	56	0	--
BA+												
CA POLYTECH STATE UNIV-SAN LUIS OBISPO (1)	66.0	53.9	42.2	35.8	--	*61.3	--	642	18	80	5	15.1
CALIFORNIA STATE POLYTECH U-POMONA (1)	66.5	53.7	43.1	32.1	--	*61.0	--	567	26	81	5	15.1
CALIFORNIA STATE U-BAKERSFIELD (1)	64.4	52.3	40.2	34.2	--	54.9	2.1	207	35	69	2	14.0
CALIFORNIA STATE U-CHICO (1)	65.3	52.1	42.4	--	--	*60.6	--	521	30	86	4	15.0
CALIFORNIA STATE U-DOMINGUEZ HILLS (1)	65.6	52.5	42.4	33.3	--	59.5	0.8	249	36	80	10	11.1
CALIFORNIA STATE U-FRESNO (1)	65.3	52.7	41.1	35.8	--	60.1	2.7	608	30	83	3	14.7
CALIFORNIA STATE U-FULLERTON (1)	65.5	53.3	43.6	32.0	--	*59.0	--	590	32	78	5	14.7
CALIFORNIA STATE U-HAYWARD (1)	65.6	54.4	43.3	35.3	--	59.7	2.8	372	34	80	3	14.9
CALIFORNIA STATE U-LONG BEACH (1)	65.2	53.1	43.3	--	--	*59.1	--	751	34	77	3	14.6
CALIFORNIA STATE U-NORTHRIDGE (1)	65.2	51.9	42.6	34.3	--	58.7	2.7	677	34	84	6	14.7
CALIFORNIA STATE U-SACRAMENTO (1)	65.5	51.3	41.5	--	--	*61.9	--	687	33	87	5	15.2
CALIFORNIA STATE U-SAN BERNARDINO (1)	64.7	53.2	42.8	35.5	--	55.0	5.0	403	39	67	3	14.1
CALIFORNIA STATE U-SAN MARCOS (1)	66.3	52.1	44.7	--	--	*50.3	--	144	47	36	3	13.1
CALIFORNIA STATE U-STANISLAUS (1)	64.6	50.8	39.9	33.0	--	53.3	2.2	229	42	62	4	13.7
HUMBOLDT STATE U (1)	64.6	51.0	41.1	32.8	--	*57.1	--	307	26	75	3	14.3
SAN JOSE STATE U (1)	64.9	54.3	45.0	35.7	--	*58.5	--	740	35	75	5	14.6
SONOMA STATE U (1)	64.9	51.2	42.8	--	--	*58.3	--	238	36	76	2	14.6
DOCTORAL												
CALIFORNIA STATE U-LOS ANGELES (1)	65.5	53.5	43.0	33.0	--	*58.0	--	521	36	75	6	14.4
NAVAL POSTGRAD SCHL (4)	--	--	--	--	--	+	--	305	--	--	--	--
SAN DIEGO STATE U (1)	65.3	53.1	43.0	35.7	--	59.0	1.9	845	31	82	5	14.6
SAN FRANCISCO STATE U (1)	65.2	53.8	42.8	34.3	--	58.3	2.8	718	39	73	6	14.5
U OF CALIFORNIA-BERKELEY (1)	91.8	60.7	52.3	46.6	51.3	*77.2	--	1,224	26	75	4	10.3
U OF CALIFORNIA-DAVIS (1)	82.4	56.7	47.3	48.8	+	*66.8	6.1	658	29	68	33	9.4
U OF CALIFORNIA-IRVINE (1)	84.2	59.5	49.5	46.9	+	*67.4	--	594	27	70	8	9.5
U OF CALIFORNIA-LOS ANGELES (1)	90.3	60.1	52.8	48.8	45.2	74.2	--	1,294	26	69	10	10.1
U OF CALIFORNIA-RIVERSIDE (1)	81.1	53.3	49.1	37.2	45.0	*61.8	--	389	31	65	10	9.0
U OF CALIFORNIA-SAN DIEGO (1)	87.5	58.6	50.2	45.7	52.1	71.9	7.7	671	22	77	8	9.9
U OF CALIFORNIA-SAN FRANCISCO (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF CALIFORNIA-SANTA BARBARA (1)	84.7	56.2	47.8	42.0	+	*67.6	--	694	25	75	1	9.5
U OF CALIFORNIA-SANTA CRUZ (1)	77.8	55.3	46.0	46.2	+	*62.3	--	397	36	70	2	9.1
Independent Institutions												
AA												
CHARLES R DREW U OF MEDICINE & SCIENCE (3)	--	--	--	--	--	--	--	--	--	--	--	--
D-Q U (1)	+	--	--	--	--	+	--	2	50	0	33	4.3
DON BOSCO TECH INST (4)	--	--	--	--	--	+	--	3	--	--	--	--
HEALD BUSINESS C (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD BUSINESS C (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD BUSINESS C-CONCORD (3)	--	--	--	--	--	--	--	--	--	--	--	--
HEALD BUSINESS C-FRESNO (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD BUSINESS C-HAYWARD (3)	--	--	--	--	--	--	--	--	--	--	--	--
HEALD BUSINESS C-SACRAMENTO (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD BUSINESS C-SALINAS (1)	--	--	--	--	--	--	--	0	--	--	100	--

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HEALD BUSINESS C-SAN FRANCISCO (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD C (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD INST OF TECHNOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD INST OF TECHNOLOGY-HAYWARD (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD INST OF TECHNOLOGY-MARTINEZ (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEALD INST OF TECHNOLOGY-SAN FRANCISCO (3)	--	--	--	--	--	--	--	--	--	--	--	--
HUMPHREYS C (1)	--	--	--	--	--	--	--	--	--	--	--	--
KELSEY-JENNEY C (1)	--	--	--	--	--	--	--	--	--	--	--	--
KELSEY-JENNEY C (1)	--	--	--	--	28.8	28.8	--	15	80	0	0	--
MARYMOUNT C (1)	48.9	40.1	38.4	--	--	*42.3	--	41	54	0	0	--
BA												
ART INST OF SOUTHERN CALIFORNIA (1)	--	39.9	+	--	--	*39.9	7.3	7	57	0	0	8.1
CHRISTIAN HERITAGE C (1)	34.3	26.8	+	--	--	*31.6	-8.6	16	25	0	0	7.6
CLAREMONT MCKENNA C (1)	81.3	56.9	43.3	--	--	*66.1	--	81	28	63	0	14.5
COGSWELL C (1)	+	42.1	+	--	--	*42.1	3.6	14	21	0	0	--
HUMPHREYS C-STOCKTON (1)	--	--	--	--	--	--	--	0	--	--	100	--
LIFE BIBLE C (1)	35.0	--	--	--	--	35.0	--	8	38	0	0	--
LOUISE SALINGER ACAD OF FASHION (3)	--	--	--	--	--	--	--	--	--	--	--	--
MENLO C (1)	--	--	--	--	--	--	--	0	--	--	100	--
PATTEN C (1)	+	+	16.7	--	--	*16.7	8.7	8	25	0	0	--
PITZER C (1)	72.6	48.3	41.5	--	--	*59.5	--	55	33	78	0	15.2
POMONA C (1)	81.8	58.3	42.3	--	--	*62.5	--	154	38	66	0	--
SAINT JOHNS SEM C (1)	--	+	+	--	+	+	4.2	6	50	0	0	--
SAN JOSE CHRISTIAN C (4)	--	--	--	--	--	--	--	--	--	--	--	--
THE NATIONAL HISPANIC U (3)	--	--	--	--	--	--	--	--	--	--	--	--
THE UNION INST (1)	--	--	--	--	--	--	--	--	--	--	--	--
THOMAS AQUINAS C (3)	--	--	--	--	--	--	--	--	--	--	--	--
WESTMONT C (1)	53.6	43.6	36.0	--	--	*46.3	3.0	76	26	61	0	13.0
WHITE MEMORIAL MED CTR SCHL OF NURSING (3)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
AMERICAN BAPTIST SEM OF THE WEST (1)	--	--	--	--	--	--	--	0	--	--	100	--
AMERICAN FILM INST-CTR ADVD FILM & TV STUDIES (4)	--	--	--	--	--	--	--	--	--	--	--	--
ANTIOCH U-LOS ANGELES BRANCH (4)	--	--	--	--	--	--	--	--	--	--	--	--
ANTIOCH U-SANTA BARBARA BRANCH (1)	--	--	--	--	--	--	--	0	--	--	100	--
ART CTR C OF DESIGN (1)	--	--	--	--	--	--	--	0	--	--	100	--
BETHANY C OF THE ASSEMBLIES OF GOD (1)	37.4	35.3	27.8	--	--	*34.8	-4.0	17	18	88	0	13.7
CALIFORNIA BAPTIST C (1)	45.6	37.7	31.6	--	--	*38.8	--	44	34	55	25	10.0
CALIFORNIA C OF ARTS & CRAFTS (4)	--	--	--	--	--	--	--	--	--	--	--	--
CALIFORNIA INST OF THE ARTS (1)	--	--	--	--	44.6	44.6	8.5	120	34	0	0	9.2
CALIFORNIA LUTHERAN U (1)	53.2	43.1	38.4	35.0	--	43.3	3.4	96	36	59	3	12.0
CHAPMAN U (4)	--	--	--	--	--	+	--	153	--	--	--	--
CHAPMAN U-ACADEMIC CTRS (3)	--	--	--	--	--	--	--	--	--	--	--	--
COLEMAN C (4)	--	--	--	--	--	--	--	--	--	--	--	--
C OF NOTRE DAME (1)	57.7	45.5	39.7	--	--	*48.1	--	51	57	43	15	8.0
CONCORDIA U (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOMINICAN C OF SAN RAFAEL (1)	57.8	45.6	39.0	--	--	*47.8	--	38	61	3	3	8.2
FRESNO PACIFIC C (1)	--	--	--	--	38.4	38.4	3.4	54	33	0	10	9.1
GOLDEN GATE U-IRVINE (3)	--	--	--	--	--	--	--	--	--	--	--	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
GOLDEN GATE U-LOS ALTOS (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
GOLDEN GATE U-LOS ANGELES (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
GOLDEN GATE U-MONTEREY (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
GOLDEN GATE U-SACRAMENTO (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
GOLDEN GATE U-WALNUT CREEK (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
HARVEY MUDD C (4)	- -	- -	- -	- -	- -	+	- -	68	- -	- -	- -	- -
HOLY NAMES C (1)	48.9	41.3	34.0	- -	- -	*40.1	- -	53	68	42	0	6.3
INT'L SCHL OF THEOLOGY (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
KEIMYUNG BAYLO U (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
KEIMYUNG BAYLO U (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
LINCOLN U (1)	29.3	+	- -	- -	- -	*29.3	6.0	9	22	56	0	- -
LOYOLA MARYMOUNT U (1)	79.5	57.5	46.1	- -	- -	*65.8	- -	315	31	73	0	17.0
MILLS C (1)	65.4	49.7	43.7	- -	- -	*55.5	- -	70	56	74	0	13.7
MONTEREY INST OF INT'L STUDIES (1)	59.4	49.9	43.1	33.7	- -	*49.5	- -	65	46	3	2	- -
MOUNT SAINT MARYS C (1)	60.2	46.5	37.8	34.5	- -	44.7	6.5	51	73	55	22	- -
NATIONAL U (1)	63.4	49.6	37.5	35.7	- -	*42.7	- -	94	40	0	0	6.9
NEW C OF CALIFORNIA (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
OCCIDENTAL C (4)	- -	- -	- -	- -	- -	+	- -	143	- -	- -	- -	- -
OTIS C OF ART & DESIGN (4)	- -	- -	- -	- -	- -	+	- -	17	- -	- -	- -	- -
PACIFIC CHRISTIAN C (1)	+	38.1	34.2	- -	- -	*37.0	15.9	16	19	0	54	8.3
PACIFIC OAKS C (1)	44.4	36.3	- -	- -	- -	*41.0	-5.6	15	80	0	0	- -
PACIFIC UNION C (1)	39.0	36.2	33.3	- -	- -	*36.2	- -	101	38	50	0	13.9
PHILLIPS GRAD INST (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
POINT LOMA NAZARENE C (1)	53.5	43.1	35.0	29.8	- -	*45.4	1.2	100	36	35	0	11.3
SAINT JOHNS SEM (1)	+	+	+	- -	- -	+	5.0	5	20	0	0	- -
SAINT MARYS C OF CALIFORNIA (1)	65.4	51.0	39.9	- -	- -	53.7	4.2	143	42	58	8	11.6
SAINT PATRICKS SEM (1)	19.3	- -	+	- -	- -	*19.3	- -	6	17	0	0	10.9
SAMUEL MERRITT C (1)	+	59.5	51.5	41.7	- -	*51.5	- -	29	86	0	22	13.9
SAN FRANCISCO ART INST (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
SAN FRANCISCO CONSERVATORY OF MUSIC (1)	- -	- -	- -	- -	41.9	41.9	-0.3	25	40	0	0	7.2
SAN JOAQUIN C OF LAW (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
SCRIPPS C (1)	68.6	52.2	40.9	- -	- -	*54.4	- -	56	55	52	0	- -
SIMPSON C (1)	43.8	37.2	31.6	- -	- -	*34.5	- -	32	22	0	0	10.8
SOUTHERN CALIFORNIA C (4)	- -	- -	- -	- -	- -	+	- -	38	- -	- -	- -	- -
SOUTHERN CALIFORNIA INST OF ARCHITECTURE (1)	- -	- -	- -	- -	+	+	- -	2	50	0	92	3.1
STARR KING SCHL FOR MINISTRY (4)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
THE MASTERS C (1)	44.8	38.7	+	24.0	- -	*40.2	- -	31	16	0	16	9.3
THE U OF WEST LOS ANGELES (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
U OF JUDAISM (1)	75.4	+	+	- -	- -	*75.4	0.4	10	30	80	0	15.3
U OF REDLANDS (1)	62.2	49.2	41.3	- -	- -	*53.1	-0.1	110	36	70	0	12.8
WEST COAST U (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
WESTERN U OF HLTH SCIENCES (4)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
WHITTIER C (1)	71.2	51.6	41.3	41.1	- -	56.4	28.0	119	39	62	0	11.6
WOODBURY U (1)	50.0	43.7	39.2	- -	- -	*43.2	- -	26	38	0	0	9.7
DOCTORAL												
AZUSA PACIFIC U (1)	52.0	44.0	37.0	34.3	- -	*43.7	- -	104	40	9	43	12.1
BIOLA U (1)	51.0	41.7	32.9	29.5	- -	41.9	3.4	117	25	58	6	10.0
CALIFORNIA INST OF INTEGRAL STUDIES (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
CALIFORNIA INST OF TECHNOLOGY (4)	- -	- -	- -	- -	- -	+	- -	5	- -	- -	- -	- -

BEST COPY AVAILABL

	Prof ($)	Assc ($)	Asst ($)	Inst / Lect ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
CALIFORNIA SCHL OF PROF PSYCH-ALAMEDA (1)	61.6	52.9	46.9	--	--	*55.1	2.6	28	39	0	0	10.4
CALIFORNIA SCHL OF PROF PSYCH-FRESNO (3)	--	--	--	--	--	--	--	--	--	--	--	--
CALIFORNIA SCHL OF PROF PSYCH-LA (3)	--	--	--	--	--	--	--	--	--	--	--	--
CALIFORNIA SCHL OF PROF PSYCH-SAN DIEGO (4)	--	--	--	--	--	+	--	26	--	--	--	--
CLAREMONT GRAD SCHL (4)	--	--	--	--	--	+	--	75	--	--	--	--
CLAREMONT SCHL OF THEOLOGY (1)	54.6	45.8	+	--	--	*50.2	4.5	22	27	55	0	--
FULLER THEOL SEM IN CALIFORNIA (1)	51.3	42.5	46.8	--	--	*47.3	-2.1	66	23	59	0	12.3
GOLDEN GATE U-ROHNERT PARK (3)	--	--	--	--	--	--	--	--	--	--	--	--
GOLDEN GATE U-SAN FRANCISCO (4)	--	--	--	--	--	+	--	36	--	--	--	--
GRAD THEOL UNION (1)	+	--	+	--	--	+	-0.1	5	40	60	0	16.0
HEBREW UNION C CALIFORNIA BRANCH (1)	--	--	--	--	--	--	--	0	--	--	100	--
JESUIT SCHL OF THEOLOGY AT BERKELEY (1)	--	--	--	--	--	--	--	0	--	--	100	--
JOHN F KENNEDY U (4)	--	--	--	--	--	--	--	--	--	--	--	--
LA SIERRA U (1)	49.4	41.1	34.1	--	--	*41.4	--	104	33	38	0	12.5
LOMA LINDA U (1)	--	--	--	--	--	--	--	0	--	--	100	--
PACIFIC GRAD SCHL OF PSYCH (4)	--	--	--	--	--	+	--	13	--	--	--	--
PACIFIC LUTHERAN THEOL SEM (1)	48.4	48.8	+	--	--	*48.6	5.8	12	25	92	0	--
PACIFIC SCHL OF RELIGION (1)	51.4	+	+	--	--	*51.4	2.2	13	46	46	0	--
PEPPERDINE U (1)	88.2	71.2	60.9	--	--	*79.7	--	151	20	77	35	20.8
SAN FRANCISCO THEOL SEM (1)	59.6	+	+	--	--	*59.6	2.4	15	33	67	0	14.8
SANTA CLARA U (1)	84.3	60.7	52.9	42.5	--	63.2	0.9	341	32	63	1	12.1
SAYBROOK INST (4)	--	--	--	--	--	--	--	--	--	--	--	--
STANFORD U (1)	106.9	72.5	59.0	92.2	--	92.6	--	793	18	79	3	18.4
THE FIELDING INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE UNION INST (1)	--	--	--	--	--	--	--	--	--	--	--	--
THE WRIGHT INST (3)	--	--	--	--	--	--	--	--	--	--	--	--
U S INT'L U (1)	48.1	40.7	31.9	--	--	*42.1	--	43	26	49	14	10.0
U OF LAVERNE (1)	53.9	42.5	36.5	--	--	*45.4	--	66	39	62	42	10.8
U OF SAN DIEGO (1)	76.0	54.7	44.4	38.7	--	61.7	2.3	274	41	68	0	15.4
U OF SAN FRANCISCO (1)	76.6	61.6	49.6	41.6	--	62.5	4.2	274	38	55	6	16.7
U OF SOUTHERN CALIFORNIA (1)	89.0	61.5	53.6	39.4	--	71.3	3.8	1,022	23	72	14	22.7
U OF THE PACIFIC (1)	66.2	46.8	39.2	40.6	--	53.7	--	269	32	64	31	--
U OF THE PACIFIC-MCGEORGE SCHL OF LAW (3)	--	--	--	--	--	--	--	--	--	--	--	--
WESTMINSTER THEOL SEM IN CALIFORNIA (1)	--	--	--	--	--	--	--	0	--	--	100	--

COLORADO

Public Institutions

AA

	Prof ($)	Assc ($)	Asst ($)	Inst / Lect ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
AIMS CC (1)	40.0	37.5	30.9	27.9	--	35.2	0.4	107	45	0	3	9.6
ARAPAHOE CC (1)	--	--	--	--	38.7	38.7	-0.4	89	48	80	0	8.2
COLORADO MOUNTAIN C (1)	44.4	35.3	33.3	29.6	--	37.5	4.8	80	43	0	0	7.8
COLORADO NORTHWESTERN CC (1)	--	--	--	--	35.0	35.0	-2.0	30	37	63	29	8.7
CC OF AURORA (1)	--	39.0	+	--	--	*39.0	1.1	20	40	70	20	9.7
CC OF DENVER (1)	--	--	--	--	38.3	38.3	11.7	103	62	0	15	6.8
FRONT RANGE CC (1)	--	--	--	--	42.1	*42.1	--	8	13	100	95	8.7
LAMAR CC (1)	--	--	--	--	38.9	38.9	12.0	20	40	70	13	8.4
MORGAN CC (1)	--	--	--	--	34.9	34.9	-2.9	25	[illegible]	72	14	7.5
NORTHEASTERN JR C (1)	--	--	--	--	36.4	36.4	11.4	58	45	100	0	8.0
OTERO JR C (1)	38.3	--	--	--	--	38.3	0.1	28	50	0	0	8.4

	Prof ($)	Assc ($)	Asst ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
PIKES PEAK CC (1)	--	--	--	--	39.1	39.1	1.1	118	41	0	0	8.9
PUEBLO CC (1)	--	--	--	--	33.2	33.2	9.4	59	58	0	42	7.2
RED ROCKS CC (1)	--	--	--	--	37.5	37.5	4.8	71	42	0	0	8.0
TRINIDAD STATE JR C (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
FORT LEWIS C (1)	50.3	43.5	36.0	25.0	--	*44.2	--	165	33	73	0	8.5
MESA STATE C (1)	48.0	38.2	32.4	26.0	--	*36.7	--	170	35	46	1	8.0
METROPOLITAN STATE C OF DENVER (1)	55.1	44.7	38.2	30.8	--	*47.2	--	364	35	74	0	8.8
WESTERN STATE C COLORADO (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA+												
ADAMS STATE C (1)	47.7	41.6	33.5	29.8	--	*38.7	--	94	30	54	0	9.5
BETH EL C OF NURSING & HLTH SCIENCE (1)	--	42.8	35.1	--	--	*40.6	--	17	94	0	0	8.9
U OF SOUTHERN COLORADO (1)	51.2	44.8	38.5	28.6	--	43.2	3.7	168	33	61	0	8.3
DOCTORAL												
COLORADO SCHL OF MINES (1)	78.6	56.3	51.0	36.9	--	*64.9	--	167	14	71	3	13.7
COLORADO STATE U (1)	67.1	51.3	45.0	--	--	57.7	8.8	776	21	79	18	10.3
U OF COLORADO AT BOULDER (1)	73.4	54.0	45.4	34.7	--	*59.0	--	1,065	26	67	2	13.1
U OF COLORADO AT COLORADO SPRINGS (1)	62.3	48.2	40.7	20.4	--	49.1	3.2	180	28	67	0	11.2
U OF COLORADO AT DENVER (1)	68.1	51.7	44.9	36.1	--	52.3	3.7	382	34	52	0	11.6
U OF COLORADO HLTH SCIENCES CTR (1)	68.2	53.9	49.7	39.2	--	53.2	-14	24	100	50	98	11.2
U OF NORTHERN COLORADO (1)	54.6	42.7	36.3	26.0	35.2	44.2	3.2	445	40	63	0	8.3
Independent Institutions												
BA												
NAZARENE BIBLE C (1)	--	--	--	--	31.1	31.1	6.2	15	20	0	0	17.0
BA+												
COLORADO CHRISTIAN U (1)	39.4	33.9	28.2	22.9	--	*29.8	--	57	40	0	0	8.7
COLORADO CHRISTIAN U-FOOTHILLS CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
COLORADO C (1)	70.8	53.4	43.3	--	--	*61.4	--	132	36	79	0	15.1
REGIS U (1)	50.6	44.0	38.0	38.8	+	*43.3	--	86	52	42	26	8.7
THE NAROPA INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOCTORAL												
DENVER CONSERVATIVE BAPTIST SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
ILIFF SCHL OF THEOLOGY (1)	63.9	51.1	39.7	--	--	*55.4	--	19	32	74	0	11.9
U OF DENVER (1)	69.4	52.6	45.5	35.4	--	*55.3	--	381	32	67	5	12.5
CONNECTICUT												
Public Institutions												
AA												
ASNUNTUCK COMM/TECH C (1)	59.4	48.2	+	--	--	*57.6	6.3	25	44	76	0	--
CAPITAL COMM/TECH C (1)	64.7	51.1	45.5	--	--	*57.5	--	66	38	74	0	14.4
GATEWAY COMM/TECH C (1)	64.5	52.3	47.4	37.5	--	53.4	--	82	33	76	0	12.3
HOUSATONIC COMM/TECH C (1)	63.7	+	41.4	36.3	--	*55.7	--	43	40	65	0	13.6
MANCHESTER COMMUNITY TECH C (1)	61.4	49.4	44.3	38.4	--	*50.4	--	96	58	64	0	12.7
MIDDLESEX COMM/TECH C (1)	63.5	51.4	42.2	37.3	--	*54.3	--	48	44	73	0	--
NAUGATUCK VALLEY COMM/TECH C (1)	60.7	50.1	43.3	35.1	--	51.9	0.3	107	40	64	0	13.5
NW CONNECTICUT COMM/TECH COLL (1)	62.5	48.2	44.0	37.2	--	*53.0	3.2	35	40	71	0	13.7
NORWALK COMM/TECH C (1)	63.1	52.5	42.6	37.2	--	51.5	--	82	46	62	0	13.6
QUINEBAUG VALLEY COMM/TECH C (1)	60.0	48.2	36.9	36.5	--	*47.6	2.3	19	42	58	0	--

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
THREE RIVERS COMM/TECH C (1)	64.1	52.5	44.1	37.9	--	53.8	4.6	79	43	76	0	14.1
TUNXIS COMM/TECH C (1)	62.5	49.9	46.0	37.4	--	51.4	-1.8	48	52	50	0	12.6
BA												
U.S. COAST GUARD ACAD (1)	72.5	59.4	+	42.1	--	*65.4	4.2	27	26	70	0	--
BA+												
CENTRAL CONNECTICUT STATE U (1)	73.2	57.2	43.9	38.6	--	58.2	4.6	367	34	62	0	14.6
EASTERN CONNECTICUT STATE U (1)	69.5	56.9	42.2	--	--	*56.5	--	137	42	64	0	15.0
SOUTHERN CONNECTICUT STATE U (1)	71.0	56.3	42.7	38.3	--	*58.4	--	374	38	74	0	14.4
WESTERN CONNECTICUT STATE U (1)	71.6	57.4	46.8	--	--	*63.2	--	181	37	76	0	11.6
DOCTORAL												
U OF CONNECTICUT (1)	85.7	63.3	50.1	48.2	--	70.9	5.2	1,025	26	79	0	16.6
Independent Institutions												
AA												
MITCHELL C (1)	--	--	38.6	--	--	*38.6	--	21	38	90	0	--
WILCOX C OF NURSING (1)	48.9	+	30.8	--	--	*41.7	--	12	100	0	0	9.4
BA												
LYME ACAD OF FINE ARTS (1)	--	--	--	--	19.1	*19.1	--	9	22	0	0	3.1
TEIKYO POST U (1)	48.9	43.8	39.8	--	--	*44.2	--	24	46	0	0	--
BA+												
ALBERTUS MAGNUS C (1)	37.4	32.2	27.0	--	--	*33.3	1.1	23	48	52	0	--
CONNECTICUT C (1)	70.3	51.6	40.8	32.2	--	*55.6	--	147	39	66	0	15.5
FAIRFIELD U (1)	74.0	58.6	50.7	37.6	--	59.4	--	199	38	74	0	18.6
QUINNIPIAC C (1)	79.8	62.3	47.4	--	--	*65.0	--	179	34	64	20	17.7
SACRED HEART U (1)	62.0	52.2	42.3	35.5	--	49.1	--	127	48	45	0	13.1
SAINT JOSEPH C (1)	62.9	49.6	40.2	--	--	48.5	--	66	67	62	8	--
THE HARTFORD GRAD CTR (1)	76.5	63.8	50.5	--	--	*64.2	--	26	8	0	0	18.1
TRINITY C (1)	77.4	55.8	41.6	33.7	--	59.5	1.3	151	32	68	0	16.3
DOCTORAL												
HARTFORD SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF BRIDGEPORT (1)	53.1	47.6	37.6	--	--	*46.2	--	81	17	51	2	13.4
U OF HARTFORD (1)	58.2	46.4	39.8	32.2	+	*46.2	--	297	32	56	7	13.4
U OF NEW HAVEN (1)	60.1	49.5	42.3	31.9	--	*52.7	2.7	154	19	69	2	12.3
WESLEYAN U (1)	79.8	54.2	45.1	38.8	--	*67.4	3.2	246	30	76	0	17.8
YALE U (1)	104.8	57.8	48.6	42.0	--	*79.6	--	730	23	56	5	16.6
DELAWARE												
Public Institutions												
AA												
DELAWARE TECH & CC-STANTON-WILMINGTON (1)	--	--	--	--	43.7	43.7	1.1	105	67	0	32	13.3
DELAWARE TECH & CC-OWENS (1)	--	--	--	--	44.8	44.8	3.5	50	62	0	35	14.3
DELAWARE TECH & CC-TERRY (1)	--	--	--	--	43.2	43.2	3.2	38	55	0	25	13.2
BA+												
DELAWARE STATE U (1)	61.4	49.6	41.5	33.7	--	46.7	2.8	150	41	51	13	9.7
DOCTORAL												
U OF DELAWARE (1)	82.3	58.7	47.2	35.3	--	*62.3	--	816	33	67	11	17.9
Independent Institutions												
BA+												
GOLDEY-BEACOM C (1)	55.2	50.1	+	31.7	--	*41.2	0.8	23	35	0	0	10.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
WESLEY C (1)	48.4	38.9	35.1	- -	- -	*40.6	- -	45	51	49	0	- -
WIDENER U-DELAWARE CAMPUS (1)	89.1	75.0	+	41.7	- -	*73.1	- -	52	56	48	13	17.1
DOCTORAL												
WILMINGTON C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -

DISTRICT OF COLUMBIA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
JOINT MILITARY INTELLIGENCE C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
U OF THE DISTRICT OF COLUMBIA (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -

Independent Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA												
CORCORAN SCHL OF ART (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
BA+												
DE SALES SCHL OF THEOLOGY (1)	+	+	+	- -	- -	+	4.9	5	40	0	29	- -
MOUNT VERNON C (1)	49.4	39.6	31.6	- -	- -	*36.1	- -	33	64	48	8	7.0
SOUTHEASTERN U (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
TRINITY C (1)	50.4	39.2	32.1	- -	- -	*39.2	3.0	51	71	47	2	7.5
WASHINGTON THEOL UNION (1)	+	33.3	28.1	- -	- -	*30.0	- -	12	0	0	29	- -
DOCTORAL												
AMERICAN U (1)	83.5	54.9	43.5	31.6	- -	60.3	2.5	452	36	65	0	12.4
CATHOLIC U OF AMERICA (1)	65.2	48.9	41.9	- -	- -	*53.4	- -	355	32	74	0	10.6
GALLAUDET U (1)	68.3	50.8	42.5	33.1	- -	52.4	7.1	184	61	63	18	16.5
GEORGE WASHINGTON U (1)	84.6	61.0	49.6	34.8	- -	*69.2	- -	620	29	65	4	12.8
GEORGETOWN U (1)	94.8	60.9	46.5	44.2	- -	68.6	4.2	552	33	64	4	17.0
HOWARD U (1)	71.5	48.5	41.2	32.3	- -	52.0	0.5	691	40	66	15	- -
WESLEY THEOL SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -

FLORIDA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
BREVARD CC (1)	42.9	40.4	35.7	33.4	- -	37.5	3.1	194	42	76	14	16.4
BROWARD CC (1)	- -	- -	- -	- -	45.4	45.4	7.9	304	43	74	0	14.4
CENTRAL FLORIDA CC (1)	- -	- -	- -	33.4	- -	33.4	- -	87	46	67	6	10.0
CHIPOLA JR C (1)	- -	- -	- -	- -	38.8	38.8	2.2	58	60	81	2	12.5
DAYTONA BEACH CC (1)	47.7	36.6	31.1	26.8	+	*39.5	13.7	179	45	73	13	11.5
EDISON CC (1)	40.6	- -	- -	- -	- -	40.6	5.2	93	49	91	0	12.6
FLORIDA CC AT JACKSONVILLE (1)	42.3	- -	- -	- -	+	*42.3	- -	376	54	73	7	13.8
FLORIDA KEYS CC (1)	- -	- -	- -	- -	32.8	32.8	2.0	28	32	79	13	11.5
GULF COAST CC (1)	46.2	43.3	36.3	23.8	- -	*39.9	- -	74	57	82	23	11.3
HILLSBOROUGH CC (1)	49.9	41.8	38.6	30.2	36.9	40.8	5.0	231	47	82	0	13.3
INDIAN RIVER CC (1)	61.0	54.4	47.1	38.3	- -	49.0	2.7	134	50	72	11	15.3
LAKE CITY CC (1)	- -	- -	- -	- -	33.7	33.7	2.6	46	37	76	16	10.9
LAKE-SUMTER CC (1)	- -	- -	- -	- -	36.2	36.2	4.2	39	54	74	0	11.0
MANATEE CC (1)	43.2	35.1	29.6	25.0	- -	34.5	- -	127	51	83	2	10.8
MIAMI-DADE CC (1)	54.1	42.9	35.0	30.8	- -	46.2	3.6	717	46	85	0	14.2
NORTH FLORIDA CC (1)	- -	- -	- -	- -	36.2	36.2	0.1	22	45	95	12	11.0
OKALOOSA-WALTON CC (1)	- -	- -	- -	- -	37.3	37.3	2.2	67	43	84	8	7.1

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
PALM BEACH CC (1)	52.4	41.7	40.9	38.3	--	40.4	6.9	168	50	84	0	12.8
PASCO-HERNANDO CC (1)	48.1	39.6	34.6	31.2	--	40.5	--	66	56	85	14	12.1
PENSACOLA JR C (1)	42.3	37.3	34.6	31.5	--	37.0	9.0	204	49	82	15	11.5
POLK CC (1)	36.2	--	--	--	--	*36.2	--	90	48	87	13	--
SAINT JOHNS RIVER CC (1)	--	--	--	--	35.4	35.4	0.3	68	38	85	1	11.2
SAINT PETERSBURG JR C (1)	--	--	--	--	40.0	40.0	2.4	67	64	88	74	12.9
SANTA FE CC (1)	--	--	--	--	40.0	40.0	6.4	210	55	86	7	13.1
SARASOTA COUNTY TECH INST (1)	--	--	--	--	29.3	29.3	-16	36	61	50	59	8.3
SEMINOLE CC (1)	--	--	--	--	39.6	39.6	4.2	92	59	79	32	8.6
SOUTH FLORIDA CC (1)	--	--	--	--	39.0	39.0	2.5	30	50	63	32	12.4
TALLAHASSEE CC (1)	--	--	--	--	47.9	47.9	5.6	132	51	93	0	14.1
VALENCIA CC (1)	--	--	--	--	42.5	42.5	4.7	184	50	74	0	14.0
DOCTORAL												
FLORIDA AGRL & MECHANICAL U (1)	60.2	50.7	42.8	31.8	--	48.6	8.7	326	38	48	27	12.7
FLORIDA ATLANTIC U (1)	65.5	49.9	42.1	33.1	--	51.2	2.2	476	34	58	12	15.6
FLORIDA INT'L U (1)	59.7	45.7	41.0	34.0	--	*46.1	-4.1	766	33	53	6	17.9
FLORIDA STATE U (1)	65.0	48.6	44.0	23.5	--	55.2	4.4	967	29	77	2	16.2
THE U OF WEST FLORIDA (1)	56.0	45.7	40.2	29.8	--	*44.8	--	210	30	63	0	13.4
U OF CENTRAL FLORIDA (1)	66.2	50.5	42.3	28.5	--	*49.3	--	644	30	57	6	15.2
U OF FLORIDA (1)	72.2	50.5	45.2	--	--	*59.5	--	1,079	21	75	52	17.5
U OF NORTH FLORIDA (1)	60.1	48.4	37.6	30.3	--	*47.0	--	261	37	63	6	--
U OF SOUTH FLORIDA (1)	64.0	48.9	42.4	37.7	--	52.3	4.9	817	31	69	23	15.7
Independent Institutions												
BA												
BETHUNE COOKMAN C (1)	39.8	38.2	35.2	27.3	--	*33.0	--	111	41	7	13	--
CLEARWATER CHRISTIAN C (1)	30.1	26.7	+	--	--	*27.7	--	30	30	0	6	11.8
ECKERD C (1)	57.0	44.4	37.1	--	--	45.2	-0.4	92	30	66	0	13.4
EDWARD WATERS C (3)	--	--	--	--	--	--	--	--	--	--	--	--
FLAGLER C (1)	43.4	39.2	34.0	--	--	*37.5	2.0	52	27	0	0	8.2
FLORIDA BAPTIST THEOL C (1)	--	--	+	--	--	+	--	2	50	50	87	9.6
FLORIDA CHRISTIAN C INC (1)	--	--	--	--	--	--	--	0	--	--	100	--
FLORIDA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
FLORIDA MEMORIAL C (1)	41.5	36.6	34.3	31.5	--	*35.0	--	64	30	0	19	5.9
HOBE SOUND BIBLE C (1)	+	--	+	--	--	+	-18	7	29	0	0	5.6
INT'L C (1)	--	--	--	--	--	--	--	0	--	--	100	--
INT'L C (1)	--	--	--	--	--	--	--	--	--	--	--	--
JOHNSON & WALES U FLORIDA CAMPUS (1)	--	--	+	28.3	--	*28.3	--	20	15	0	0	7.0
JONES C JACKSONVILLE (1)	--	--	--	--	--	--	--	0	--	--	100	--
JONES C-MIAMI CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHWOOD U-FLORIDA EDUCATION CTR (1)	+	32.2	32.8	--	--	*32.5	3.3	10	40	0	0	9.3
RINGLING SCHL OF ART & DESIGN (1)	--	--	--	--	41.6	41.6	7.0	41	37	0	0	10.1
ROLLINS C-BREVARD CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
SAINT JOHN VIANNEY C SEM (1)	+	+	+	--	+	+	2.6	6	33	0	0	9.2
SOUTHEASTERN C ASSEMBLIES OF GOD (1)	--	--	--	--	--	--	--	0	--	--	100	--
TRINITY BAPTIST C (1)	+	+	--	15.8	--	*15.8	--	5	80	0	38	--
TRINITY C OF FLORIDA (1)	+	+	+	--	--	+	--	6	0	0	0	3.7
TRINITY INT'L U (1)	+	--	36.4	--	--	*36.4	1.4	7	43	0	0	--
WARNER SOUTHERN C (1)	+	28.3	24.6	--	--	*27.0	2.2	18	22	17	10	6.9
WEBBER C (1)	+	+	--	--	--	+	--	3	33	33	79	5.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
EMBRY-RIDDLE AERONAUTICAL U (1)	51.6	42.1	35.3	10.2	--	*42.2	--	220	12	46	13	11.2
FLORIDA SOUTHERN C (1)	49.5	40.3	36.8	--	--	*42.3	--	92	32	8	0	9.8
JACKSONVILLE U (1)	49.5	40.2	35.3	--	--	42.2	10.9	105	30	66	8	9.1
LYNN U (1)	48.7	39.4	31.5	--	--	*40.9	--	41	51	2	0	7.9
NY INST OF TECHNOLOGY-FLORIDA CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
PALM BEACH ATLANTIC C (1)	--	--	--	--	--	--	--	0	--	--	100	--
ROLLINS C (1)	61.0	45.6	35.4	--	--	*52.2	--	147	35	78	0	12.3
SAINT LEO C (1)	43.2	36.6	31.9	--	+	*36.7	0.7	61	31	57	0	--
SAINT THOMAS U (1)	64.3	54.2	37.7	29.0	+	*51.8	5.0	92	35	27	5	8.0
SAINT VINCENT DE PAUL REGIONAL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
STETSON U (1)	70.0	44.0	38.7	32.4	+	*51.3	1.6	193	34	67	0	14.2
U OF TAMPA (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOCTORAL												
BARRY U (1)	52.2	46.5	39.1	29.9	--	43.7	4.0	152	49	0	36	10.2
CARIBBEAN CTR FOR ADV STUDIES-MIAMI INST PSYCH (1)	--	--	--	--	--	--	--	0	--	--	100	--
FLORIDA INST OF TECHNOLOGY (1)	52.9	44.8	36.5	--	--	*44.4	--	151	13	0	15	8.5
NOVA SOUTHEASTERN U (1)	88.2	49.9	42.8	53.7	--	*61.9	--	81	42	27	78	--
U OF MIAMI (1)	79.0	54.0	44.2	32.0	--	59.2	3.2	683	27	63	11	14.5

GEORGIA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
ALBANY TECH INST (1)	--	--	--	--	+	+	--	1	100	0	98	7.8
ALTAMAHA TECH INST (1)	--	+	+	--	--	+	--	2	100	0	90	7.3
ATHENS AREA TECH INST (1)	--	--	--	--	36.0	36.0	8.4	16	69	6	78	9.4
ATLANTA METROPOLITAN C (1)	45.1	42.8	37.5	36.3	--	*40.9	--	47	53	66	8	11.0
AUGUSTA TECH INST (1)	--	--	--	--	+	+	--	1	100	0	99	13.8
BEN HILL-IRWIN TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
CARROLL TECH INST (1)	--	--	--	--	+	+	--	2	100	0	96	10.7
CHATTAHOOCHEE TECH INST (1)	--	--	--	--	38.0	38.0	--	17	35	0	70	9.9
COASTAL GEORGIA CC (1)	49.3	39.3	39.6	32.5	--	*38.2	--	46	46	30	23	10.7
COLUMBUS TECH INST (1)	--	--	--	--	+	+	--	1	0	0	99	11.4
COOSA VALLEY TECH INST (1)	--	--	--	--	+	+	--	1	100	100	98	10.2
DALTON C (1)	49.9	44.3	34.7	32.3	--	*36.2	--	95	46	31	10	10.2
DARTON C (1)	47.0	40.1	37.0	33.1	--	39.1	--	59	54	53	23	11.1
DEKALB C (1)	51.0	44.6	35.4	30.9	--	38.1	5.1	307	62	51	9	10.6
DEKALB TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
EAST GEORGIA C (1)	+	44.5	32.4	31.5	--	*35.2	-10	21	33	29	9	--
FLINT RIVER TECH INST (1)	--	--	--	--	35.7	35.7	--	15	47	0	44	--
FLOYD C (1)	47.0	38.3	33.6	--	--	*38.1	--	62	47	45	16	10.4
GAINESVILLE C (1)	48.8	40.6	33.8	27.6	--	37.2	5.4	78	60	58	7	10.1
GEORGIA MILITARY C-FORT GORDON CTR (1)	--	--	--	27.4	--	*27.4	--	8	25	0	50	3.5
GEORGIA MILITARY C-KINGS BAY CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
GEORGIA MILITARY C-MAIN CAMPUS (1)	+	33.1	+	28.0	--	*29.0	0.2	20	70	5	0	5.6
GEORGIA MILITARY C-MOODY CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
GORDON C (1)	45.3	41.0	33.1	31.6	--	*36.7	--	61	56	21	5	10.7
GRIFFIN TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
GWINNETT TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
HEART OF GEORGIA TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
LANIER TECH INST (1)	--	--	--	--	+	+	--	2	50	0	95	5.0
MACON C (1)	49.1	42.5	37.3	33.3	--	40.0	7.8	107	56	53	9	10.9
MACON TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
MIDDLE GEORGIA C (1)	51.1	40.8	34.6	31.5	--	*38.2	--	63	44	46	13	11.7
MIDDLE GEORGIA TECH INST (1)	--	--	--	--	+	+	--	1	100	0	97	8.9
MOULTRIE AREA TECH INST (1)	--	--	--	--	+	+	--	1	100	0	97	5.5
NORTH GEORGIA TECH INST (1)	--	--	--	--	28.5	*28.5	--	6	67	0	86	9.5
NORTH METRO TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
OGEECHEE TECH INST (1)	--	--	--	--	+	+	--	1	0	0	97	10.4
OKEFENOKEE TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
PICKENS TECH INST (1)	--	--	--	--	35.6	*35.6	--	5	40	80	83	9.5
SAVANNAH TECH INST (1)	--	--	--	--	+	+	--	1	100	0	98	12.3
SOUTH GEORGIA TECH INST (1)	--	--	--	--	+	+	--	2	50	0	96	11.5
SOUTHEASTERN TECH INST (1)	--	--	--	--	35.3	35.3	--	3	0	0	88	9.2
SWAINSBORO TECH INST (1)	--	--	--	--	+	+	--	2	50	0	93	7.9
THOMAS TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
VALDOSTA ST C-ABRAHAM BALDWIN AGRIC C (1)	45.8	43.6	32.4	30.2	--	35.6	1.1	85	60	48	17	11.1
VALDOSTA STATE C-BAINBRIDGE C (1)	44.0	+	35.1	28.8	--	*38.9	1.8	24	58	58	35	10.3
VALDOSTA STATE C-SOUTH GEORGIA C (1)	+	39.7	37.4	31.8	--	*36.7	--	40	53	35	13	9.8
VALDOSTA STATE C-WAYCROSS C (1)	+	+	36.9	32.3	--	*35.5	3.5	19	47	32	10	11.3
VALDOSTA TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
WALKER TECH INST (1)	--	--	--	--	37.5	37.5	--	6	50	0	83	9.8
WEST GEORGIA TECH INST (1)	--	--	--	--	32.5	*32.5	--	4	75	25	88	9.2
BA												
CLAYTON C & STATE U (1)	58.0	44.9	41.4	35.3	--	*46.5	--	88	56	45	25	13.6
BA+												
ALBANY STATE U (1)	53.9	46.8	39.8	31.4	--	*44.3	--	126	42	59	14	--
ARMSTRONG ATLANTIC STATE U (1)	52.4	42.8	36.1	28.8	--	*40.3	--	191	49	50	9	10.9
AUGUSTA STATE U (1)	58.3	47.0	37.4	29.0	--	43.9	5.8	190	47	49	1	11.0
COLUMBUS STATE U (1)	53.4	44.8	40.0	31.9	--	*46.3	--	179	41	64	11	12.7
FORT VALLEY STATE U (1)	55.1	45.4	37.3	32.2	--	42.0	4.8	107	39	45	28	11.8
GEORGIA C & STATE U (1)	52.9	44.4	39.0	29.7	--	43.3	--	157	45	45	20	11.4
GEORGIA SOUTHWESTERN STATE U (1)	51.8	45.6	36.7	37.5	--	*42.7	--	106	37	53	4	11.4
KENNESAW STATE U (1)	60.5	48.7	40.2	31.4	--	46.3	6.7	303	49	54	8	11.6
NORTH GEORGIA C & STATE U (1)	47.5	43.2	37.4	30.8	--	*40.6	--	106	41	43	15	12.5
SAVANNAH STATE U (1)	52.4	43.0	40.4	--	--	*44.7	--	140	35	49	4	12.1
SOUTHERN POLYTECH STATE U (1)	52.9	46.1	42.6	34.2	--	46.5	--	131	18	58	10	12.2
STATE U OF WEST GEORGIA (1)	53.2	44.9	39.6	29.0	--	43.5	4.0	273	41	49	6	11.5
DOCTORAL												
GEORGIA INST OF TECHNOLOGY MAIN CAMPUS (1)	78.2	61.2	53.3	27.4	--	*63.3	--	541	14	63	19	16.3
GEORGIA SOUTHERN U (1)	57.0	47.1	38.3	30.2	--	42.0	4.9	583	44	43	8	10.9
GEORGIA STATE U (1)	79.9	55.1	45.5	35.5	--	57.4	4.7	743	39	58	9	14.3
MED C OF GEORGIA (1)	56.3	48.9	41.8	34.9	--	*41.9	--	54	87	11	73	12.7
U OF GEORGIA (1)	73.8	52.0	44.8	28.9	--	56.0	6.5	1,061	31	67	38	13.1
VALDOSTA STATE U (1)	54.0	45.8	39.5	32.7	--	44.4	4.2	313	37	45	20	12.1
Independent Institutions												
AA												
ANDREW C (1)	34.1	+	+	--	--	*34.1	0.8	9	67	44	57	5.4
GUPTON JONES C OF FUNERAL SERV (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
TRUETT-MCCONNELL C (1)	29.7	28.4	26.9	25.4	--	*27.1	--	37	51	0	0	6.3
YOUNG HARRIS C (1)	--	--	--	--	36.6	36.6	4.3	25	44	72	17	7.8
BA												
ATLANTA CHRISTIAN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
ATLANTA C OF ART (1)	47.5	37.9	+	--	--	*43.3	-0.0	22	32	55	0	8.1
BEULAH HEIGHTS BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BREWTON-PARKER C (1)	41.1	37.2	32.6	27.7	--	*35.5	4.6	54	30	57	2	8.5
EMMANUEL C (1)	32.5	30.7	27.6	24.2	--	*28.5	--	36	44	0	0	4.0
GEORGIA BAPTIST C OF NURSING (1)	+	48.8	42.0	38.5	--	*42.0	--	27	100	0	4	--
MOREHOUSE C (3)	--	--	--	--	--	--	--	--	--	--	--	--
MORRIS BROWN C (4)	--	--	--	--	--	+	--	93	--	--	--	--
PAINE C (3)	--	--	--	--	--	--	--	--	--	--	--	--
REINHARDT C (1)	40.8	34.5	28.3	--	--	*32.3	6.0	32	56	41	0	6.7
SPELMAN C (1)	47.8	45.0	37.8	33.5	+	*41.4	--	131	64	51	0	--
THOMAS C (1)	31.6	28.5	23.2	--	--	*27.2	1.8	43	37	0	0	3.6
BA+												
AGNES SCOTT C (1)	56.3	46.1	38.4	--	--	*47.9	--	66	59	71	0	11.8
BERRY C (1)	56.5	47.7	37.0	28.6	--	*43.2	4.2	92	33	40	11	--
BRENAU U (1)	39.6	40.6	32.4	--	--	*36.1	--	57	68	0	14	6.0
COVENANT C (1)	45.4	38.9	27.9	--	--	*40.1	--	37	5	43	0	10.4
LAGRANGE C (1)	44.1	36.7	33.2	--	--	37.3	0.1	56	38	46	2	9.1
LIFE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
OGLETHORPE U (1)	57.6	49.0	38.1	--	50.1	*49.2	2.5	51	24	57	0	--
PIEDMONT C (1)	44.2	37.0	33.0	--	--	36.3	--	56	36	36	2	8.5
SAVANNAH C OF ART & DESIGN (3)	--	--	--	--	--	--	--	--	--	--	--	--
SHORTER C (1)	40.5	34.0	30.7	31.2	--	*34.4	--	62	27	53	0	7.7
TOCCOA FALLS C (1)	34.8	31.1	29.1	24.3	--	*29.8	--	45	20	31	0	--
WESLEYAN C (1)	49.0	38.2	32.4	30.1	--	*36.4	--	40	48	43	2	8.3
DOCTORAL												
CLARK ATLANTA U (4)	--	--	--	--	--	+	--	308	--	--	--	--
COLUMBIA THEOL SEM (1)	48.3	+	+	--	--	*48.3	4.5	20	20	80	0	23.5
EMORY U (1)	92.9	58.7	49.7	--	--	69.7	2.6	508	28	68	14	19.3
INST OF PAPER SCIENCE & TECHNOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
INTERDENOMINATIONAL THEOL CTR (1)	49.9	35.3	34.1	--	--	*39.9	3.2	20	35	50	0	9.2
LUTHER RICE SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
MERCER U (1)	65.5	47.9	37.8	30.0	--	*49.4	--	199	27	57	21	12.5
MERCER U IN ATLANTA (1)	--	--	--	--	--	--	--	--	--	--	--	--
HAWAII												
Public Institutions												
AA												
HAWAII CC (1)	55.0	45.6	40.7	35.5	--	44.1	-0.6	67	46	73	11	14.2
HONOLULU CC (1)	53.0	46.0	44.0	38.3	--	45.4	1.9	111	32	73	7	14.5
KAPIOLANI CC (1)	55.2	47.0	41.9	37.2	--	43.6	-2.3	136	52	63	23	14.1
KAUAI CC (1)	52.3	+	43.4	37.5	--	*43.3	1.8	46	39	76	10	14.2
LEEWARD CC (1)	53.1	47.0	40.7	35.9	--	44.2	-0.0	127	44	72	3	14.2
MAUI CC (1)	55.4	47.9	44.1	36.8	--	*43.5	--	59	54	59	20	14.1
WINDWARD CC (1)	51.3	49.4	41.9	38.8	--	*46.2	--	32	38	84	6	14.6

	Prof. ($)	Assc ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA												
U OF HAWAII AT WEST OAHU (1)	52.7	44.4	40.6	--	--	*47.3	1.2	22	32	64	0	15.0
BA+												
U OF HAWAII AT HILO (1)	59.3	46.8	41.7	29.8	--	48.3	-0.6	113	34	65	14	15.2
DOCTORAL												
U OF HAWAII AT MANOA (1)	73.5	55.0	47.1	35.2	--	58.8	1.9	840	34	68	23	17.5
Independent Institutions												
BA												
BRIGHAM YOUNG U-HAWAII CAMPUS (1)	64.4	52.1	48.1	41.2	--	53.5	2.9	90	22	61	17	17.2
BA+												
CHAMINADE U OF HONOLULU (1)	42.9	39.0	32.7	--	--	38.8	--	45	42	62	0	9.1
HAWAII PACIFIC U (1)	--	--	--	--	--	--	--	0	--	--	100	--
IDAHO												
Public Institutions												
AA												
C OF SOUTHERN IDAHO (1)	42.7	38.5	33.7	32.3	--	36.6	3.8	80	46	0	19	10.8
NORTH IDAHO C (1)	--	--	--	--	37.8	37.8	0.5	116	43	65	4	11.2
BA												
LEWIS-CLARK STATE C (1)	43.2	37.1	33.1	--	--	38.4	--	67	39	60	6	11.4
DOCTORAL												
BOISE STATE U (1)	52.7	44.8	40.2	34.1	34.8	45.5	5.5	431	29	70	5	12.4
IDAHO STATE U (1)	54.1	43.0	37.9	29.1	--	41.9	3.1	399	34	54	18	12.0
U OF IDAHO (1)	58.1	47.4	41.6	31.5	--	49.1	2.9	424	22	66	33	13.6
Independent Institutions												
AA												
RICKS C (1)	--	--	--	--	45.0	45.0	5.3	307	16	83	0	11.8
BA												
BOISE BIBLE C (1)	38.4	+	--	--	--	*38.4	--	6	17	0	0	6.2
BA+												
ALBERTSON C OF IDAHO (1)	49.7	40.6	35.0	--	--	42.6	10.5	58	31	55	0	12.0
NORTHWEST NAZARENE C (1)	--	--	--	--	38.6	38.6	2.9	73	33	0	13	11.2
ILLINOIS												
Public Institutions												
AA												
BELLEVILLE AREA C (1)	--	--	--	--	48.5	48.5	-0.4	105	40	86	3	2.0
BLACK HAWK C (1)	--	--	--	--	45.7	45.7	7.6	133	47	83	5	2.0
CARL SANDBURG C (1)	--	--	--	--	39.2	39.2	3.7	58	43	83	0	4.1
CITY CS OF CHICAGO-HAROLD WASHINGTON C (1)	--	--	--	--	57.6	57.6	2.4	137	41	96	0	--
CITY CS OF CHICAGO-HARRY S TRUMAN C (1)	--	--	--	--	53.7	53.7	0.5	131	51	82	0	--
CITY CS OF CHICAGO-KENNEDY-KING C (1)	--	--	--	--	51.9	51.9	2.5	119	56	54	0	--
CITY CS OF CHICAGO-MALCOLM X C (1)	--	--	--	--	55.7	55.7	3.4	94	53	84	0	--
CITY CS OF CHICAGO-OLIVE-HARVEY C (1)	--	--	--	--	55.4	55.4	-1.7	82	43	79	0	--
CITY CS OF CHICAGO-RICHARD J DALEY C (1)	--	--	--	--	55.8	55.8	-3.8	87	44	86	0	--
CITY CS OF CHICAGO-WILBUR WRIGHT C (1)	--	--	--	--	54.2	54.2	0.7	134	42	81	0	--
C OF DU PAGE (1)	--	--	--	--	56.5	56.5	4.2	278	47	86	0	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
C OF LAKE COUNTY (1)	--	--	--	--	66.6	66.6	3.6	157	38	69	0	0.3
DANVILLE AREA CC (1)	--	--	--	--	37.6	37.6	4.4	55	49	82	4	3.1
ELGIN CC (1)	--	--	--	--	59.5	59.5	4.0	108	45	84	0	3.3
HIGHLAND CC (1)	--	--	--	--	44.4	44.4	-1.6	50	32	76	0	2.6
ILLINOIS CENTRAL C (1)	--	--	--	--	43.6	43.6	3.3	170	38	88	5	2.3
IL EASTERN COMM COLLS-LINCOLN TRAIL C (1)	--	--	--	--	33.2	33.2	5.8	23	39	74	21	2.8
IL EASTERN COMM COLLS-OLNEY CENTRAL C (1)	--	--	--	--	36.3	36.3	4.7	40	53	73	0	2.8
IL EASTERN COMM COLLS-WABASH VALLEY C (1)	--	--	--	--	34.2	34.2	5.0	26	27	69	33	3.0
IL EASTERN CC-FRONTIER CC (1)	--	--	--	--	+	+	5.3	3	67	100	0	3.0
ILLINOIS VALLEY CC (1)	--	--	--	--	42.8	42.8	3.3	66	42	62	1	1.4
JOHN A LOGAN C (1)	--	--	--	--	43.1	43.1	2.5	100	50	77	0	2.2
JOHN WOOD CC (1)	--	--	--	--	29.0	29.0	--	15	67	47	63	3.6
JOLIET JR C (1)	--	--	--	--	52.1	52.1	3.7	145	37	87	0	0.2
KANKAKEE CC (1)	--	--	--	--	44.7	44.7	4.6	52	46	88	0	2.9
KASKASKIA C (1)	--	--	--	--	42.4	42.4	4.3	54	35	81	11	1.5
KISHWAUKEE C (1)	--	--	--	--	38.9	38.9	12.1	66	50	89	0	2.9
LAKE LAND C (1)	--	--	--	--	40.8	40.8	5.3	96	39	82	11	1.8
LEWIS & CLARK CC (1)	--	--	--	--	46.3	46.3	1.3	75	49	84	0	2.7
LINCOLN LAND CC (1)	--	--	--	--	48.8	48.8	3.3	127	41	48	0	3.9
MCHENRY COUNTY C (1)	--	--	--	--	47.5	47.5	5.8	72	42	86	0	3.1
METROPOLITAN CC (1)	--	--	--	--	38.8	*38.8	--	6	33	0	45	0.8
MORAINE VALLEY CC (1)	--	--	--	--	49.5	49.5	2.7	157	47	91	0	5.6
MORTON C (1)	--	--	--	--	51.1	51.1	2.9	47	60	83	0	8.0
OAKTON CC (1)	--	--	--	--	62.5	62.5	5.5	130	56	92	0	3.2
PARKLAND C (1)	--	--	--	--	48.2	48.2	4.8	151	49	86	0	2.9
PRAIRIE STATE C (1)	--	--	--	--	47.5	47.5	3.9	67	51	91	0	1.9
REND LAKE C (1)	--	--	--	--	41.2	41.2	4.3	58	48	83	11	2.3
RICHLAND CC (1)	--	--	--	--	39.4	39.4	-2.0	57	44	67	0	3.6
ROCK VALLEY C (1)	--	--	--	--	46.3	46.3	3.0	119	35	83	6	1.4
SAUK VALLEY CC (1)	--	--	--	--	38.3	38.3	0.0	51	35	76	0	2.3
SHAWNEE CC (1)	--	--	--	--	37.2	37.2	4.7	41	56	90	2	0.9
SOUTH SUBURBAN C (1)	--	--	--	--	50.5	50.5	6.8	122	52	73	0	4.5
SOUTHEASTERN ILLINOIS C (1)	--	--	--	--	38.8	38.8	-0.3	49	45	69	35	2.9
SPOON RIVER C (1)	--	--	--	--	36.8	36.8	4.5	38	42	61	0	3.1
TRITON C (1)	--	--	--	--	58.3	58.3	2.5	161	38	96	0	1.4
WAUBONSEE CC (1)	--	--	--	--	46.0	46.0	2.2	71	55	73	0	--
WILLIAM RAINEY HARPER C (1)	--	--	--	--	57.5	57.5	0.0	182	51	82	0	5.8
BA+												
CHICAGO STATE U (1)	47.3	39.5	35.0	23.3	--	36.0	--	330	45	48	7	6.1
EASTERN ILLINOIS U (1)	52.6	44.9	36.1	24.3	--	42.3	5.3	516	39	59	10	7.1
GOVERNORS STATE U (1)	--	--	--	--	57.7	*57.7	--	4	25	50	98	8.2
NORTHEASTERN ILLINOIS U (1)	57.2	47.6	41.5	23.9	--	47.5	-0.3	301	42	67	7	7.6
U OF ILLINIOS AT SPRINGFIELD (1)	58.2	49.9	42.2	--	--	*50.6	--	147	32	70	3	8.4
WESTERN ILLINOIS U (1)	54.5	45.1	37.6	25.8	--	44.5	1.6	588	35	62	5	7.9
DOCTORAL												
ILLINOIS STATE U (1)	59.2	46.7	40.3	31.5	27.4	*47.1	--	729	34	64	6	7.7
NORTHERN ILLINOIS U (1)	64.0	47.9	41.4	24.3	--	48.1	4.5	858	35	60	8	9.1
SOUTHERN ILLINOIS U-CARBONDALE (1)	60.7	46.2	38.6	24.4	--	44.9	2.2	821	28	64	15	8.4
SOUTHERN ILLINOIS U-EDWARDSVILLE (1)	54.7	47.7	39.3	31.8	--	44.8	1.7	383	39	55	18	8.1

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
U OF ILLINOIS AT CHICAGO (1)	72.4	54.6	45.4	36.7	--	58.4	3.5	898	27	70	23	9.2
U OF ILLINOIS AT URBANA (1)	79.3	54.8	48.8	44.7	--	65.3	4.0	1,711	20	77	8	9.9
Independent Institutions												
AA												
LEXINGTON C (1)	--	--	--	--	--	--	--	0	--	--	100	--
LINCOLN C (1)	--	--	--	--	34.9	34.9	-2.3	37	41	35	0	7.0
MACCORMAC C (1)	+	32.0	29.6	26.0	--	*29.6	5.8	21	71	0	0	5.8
MORRISON INST OF TECHNOLOGY (4)	--	--	--	--	--	+	--	7	--	--	--	--
SAINT AUGUSTINE C (1)	--	+	+	24.0	+	*24.0	2.8	20	35	0	13	5.6
SPRINGFIELD C IN ILLINOIS (1)	--	--	--	--	24.5	24.5	--	17	41	35	0	4.6
BA												
AUGUSTANA C (1)	56.9	47.3	38.0	34.0	--	45.5	--	135	36	62	0	12.7
BARAT C (1)	55.8	41.2	36.3	25.2	--	41.8	-4.5	39	56	59	0	8.5
BLACKBURN C (1)	--	--	--	--	34.2	34.2	3.8	28	36	71	0	8.8
BLESSING RIEMAN C OF NURSING (1)	--	+	40.0	--	--	*40.0	--	10	100	0	0	76.1
EAST-WEST U (1)	--	+	29.8	--	--	*29.8	--	9	56	11	0	4.9
ELMHURST C (1)	56.6	46.1	38.5	34.1	--	44.9	--	99	40	65	0	10.2
EUREKA C (1)	44.3	37.6	33.3	--	--	38.6	3.1	37	32	35	0	8.9
GREENVILLE C (1)	40.0	34.7	31.4	--	--	*35.2	--	49	27	67	8	10.2
ILLINOIS C (1)	54.3	44.7	34.5	--	--	*45.7	--	53	21	64	0	--
ILLINOIS WESLEYAN U (4)	--	--	--	--	--	+	--	137	--	--	--	--
JUDSON C (4)	--	--	--	--	--	+	--	35	--	--	--	--
KENDALL C (1)	+	+	31.6	--	--	*31.6	-2.4	8	63	0	67	5.7
KNOX C (1)	58.2	46.0	38.5	35.1	--	46.9	2.4	85	32	54	0	11.1
LAKEVIEW C OF NURSING (1)	--	+	34.9	--	--	*34.9	--	7	100	0	0	6.9
MACMURRAY C (1)	38.2	33.4	27.7	--	--	*31.7	5.8	41	39	54	36	--
MCKENDREE C (1)	47.4	42.9	37.7	31.1	--	*40.9	--	51	47	59	0	8.9
MILLIKIN U (1)	53.6	45.1	34.0	30.4	--	41.7	0.7	130	32	60	0	11.2
MONMOUTH C (1)	50.3	40.8	35.3	--	--	*43.3	3.3	52	33	71	0	9.5
NAES C (3)	--	--	--	--	--	--	--	--	--	--	--	--
PRINCIPIA C (1)	50.7	43.9	37.7	--	--	*44.0	--	52	29	0	0	9.9
ROBERT MORRIS C (1)	--	--	--	--	35.8	35.8	10.0	80	56	0	6	7.8
ROBERT MORRIS C-ORLAND PARK BRANCH (1)	--	--	--	--	--	--	--	--	--	--	--	--
ROBERT MORRIS C-SPRINGFIELD BRANCH (1)	--	--	--	--	--	--	--	--	--	--	--	--
SAINT ANTHONY C OF NURSING (1)	--	--	+	33.9	--	*33.9	--	6	100	0	0	6.9
SAINT FRANCIS MED CTR C OF NURSING (1)	--	+	43.3	37.7	--	*40.7	--	17	100	0	0	10.5
SAINT JOSEPH C OF NURSING (1)	--	+	45.2	31.2	--	*37.7	--	14	100	0	0	11.0
SHIMER C (1)	--	--	--	--	26.6	26.6	3.2	10	50	100	29	11.8
ST JOHNS C-DEPT OF NURSING (1)	--	--	33.8	--	--	*33.8	--	4	100	0	78	4.5
TRINITY CHRISTIAN C (1)	45.4	42.3	38.3	--	--	41.8	1.2	39	31	59	5	10.8
WEST SUBURBAN C OF NURSING (1)	--	42.1	39.1	36.0	--	39.1	3.4	12	100	0	20	4.0
BA+												
AURORA U (1)	48.5	41.8	36.3	34.4	--	*40.2	--	77	57	0	3	9.5
BRADLEY U (1)	62.5	48.8	39.3	29.3	--	47.4	--	297	31	54	1	9.8
C OF ST FRANCIS (1)	49.4	46.2	38.0	--	--	42.7	3.0	48	54	2	9	10.9
COLUMBIA C (1)	--	--	--	--	45.7	45.7	4.1	188	37	0	4	9.4
CONCORDIA U (1)	45.4	40.1	33.3	--	--	*39.7	--	77	35	49	0	8.4
JOHN MARSHALL LAW SCHL (4)	--	--	--	--	--	+	--	51	--	--	--	--
KNOWLEDGE SYSTEMS INST (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
LAKE FOREST C (1)	65.2	49.8	39.1	--	--	*52.1	1.6	76	33	68	0	13.8
LEWIS U (1)	50.4	43.5	36.1	33.3	--	41.9	--	113	49	44	11	10.6
LINCOLN CHRISTIAN C & SEM (1)	39.1	32.9	34.3	--	29.7	*35.8	--	36	6	83	0	6.4
MENNONITE C OF NURSING (1)	--	+	36.5	34.1	--	*35.4	--	15	100	0	0	8.6
MOODY BIBLE INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
NORTH CENTRAL C (1)	52.5	43.8	34.6	--	--	*44.8	--	90	37	71	0	10.7
NORTH PARK C & THEOL SEM (1)	45.9	38.3	33.1	27.4	--	*39.4	--	86	41	63	0	10.6
OLIVET NAZARENE U (1)	44.6	35.7	30.1	--	--	36.9	--	80	39	48	1	9.4
PARKS C OF SAINT LOUIS U (1)	69.4	49.2	42.9	--	--	52.7	3.0	45	16	64	15	10.6
QUINCY U (1)	39.1	38.8	31.3	--	+	*36.7	--	51	22	55	0	8.4
ROCKFORD C (1)	46.3	38.9	32.8	--	--	39.6	4.2	81	35	65	0	10.4
ROSARY C (1)	53.5	44.3	42.7	27.6	--	*43.8	--	71	58	63	0	9.6
SAINT XAVIER U (1)	57.8	47.8	39.2	31.7	--	*47.6	--	141	57	73	0	10.7
SCHL OF ART INST OF CHICAGO (1)	55.7	45.5	37.3	--	+	*48.6	--	99	42	78	0	11.4
VANDERCOOK C OF MUSIC (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOCTORAL												
ADLER SCHL OF PROF PSYCH (1)	--	--	--	--	--	--	--	0	--	--	100	--
BENEDICTINE U (1)	50.8	40.6	34.7	--	--	44.6	3.3	87	33	74	0	8.0
CATHOLIC THEOL UNION AT CHICAGO (1)	30.7	25.4	+	--	--	*28.3	--	23	35	48	34	0.8
CHICAGO SCHL OF PROF PSYCH (1)	--	--	--	--	26.4	*26.4	--	6	33	0	65	--
CHICAGO THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
DEPAUL U (1)	78.3	58.7	46.0	37.0	--	58.6	3.3	482	36	64	6	12.6
GARRETT-EVANGELICAL THEOL SEM (1)	54.4	47.1	+	--	--	*51.5	1.1	17	41	71	23	--
ILLINOIS INST OF TECHNOLOGY (1)	72.1	54.5	49.2	32.7	--	*56.7	--	243	17	59	12	14.7
LOYOLA U OF CHICAGO (1)	81.3	55.5	45.3	40.3	--	60.2	2.7	456	32	74	14	15.0
LUTHERAN SCHL OF THEOLOGY AT CHICAGO (1)	--	--	--	--	--	--	--	0	--	--	100	--
MCCORMICK THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
MEADVILLE-LOMBARD THEOL SCHL (1)	+	+	+	--	--	+	--	3	33	67	0	10.0
NATIONAL-LOUIS U (1)	54.9	44.0	36.0	32.4	21.0	*39.3	--	258	64	42	3	6.7
NORTHERN BAPTIST THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
NORTHWESTERN U (1)	96.1	65.2	56.2	--	--	79.5	3.2	892	20	69	0	16.7
ROOSEVELT U (1)	56.3	46.0	40.8	32.3	--	*47.3	--	167	33	67	0	12.6
SEABURY-WESTERN THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
SPERTUS C (1)	--	--	--	--	--	--	--	0	--	--	100	--
TRINITY INT'L U (1)	53.5	43.0	36.3	--	--	*44.0	--	61	23	57	0	8.5
U OF CHICAGO (1)	102.5	63.4	60.3	39.3	--	80.7	-1.1	784	21	66	12	19.6
U OF SAINT MARY OF THE LAKE (1)	--	--	--	--	--	--	--	0	--	--	100	--
WHEATON C (1)	58.7	49.4	41.1	--	--	*51.0	--	169	20	63	1	13.7

INDIANA

Public Institutions

AA

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
IVY TECH STATE C-CENTRAL INDIANA (1)	--	--	--	--	30.6	30.6	0.3	114	52	0	0	10.1
IVY TECH STATE C-COLUMBUS (1)	--	--	--	--	29.9	29.9	2.9	51	57	0	0	10.2
IVY TECH STATE C-EAST CENTRAL (1)	--	--	--	--	32.0	32.0	5.6	44	50	0	0	9.7
IVY TECH STATE C-KOKOMO (1)	--	--	--	--	30.6	30.6	-14	33	61	0	0	9.4
IVY TECH STATE C-LAFAYETTE (1)	--	--	--	--	31.1	31.1	5.2	41	66	0	0	10.1
IVY TECH STATE C-NORTH CENTRAL (1)	--	--	--	--	29.4	29.4	-12	61	56	0	0	9.5
IVY TECH STATE C-NORTHEAST (1)	--	--	--	--	30.0	30.0	-8.3	59	59	0	0	9.5

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
IVY TECH STATE C-NORTHWEST (1)	--	--	--	--	29.9	29.9	1.8	60	57	0	0	9.8
IVY TECH STATE C-SOUTH CENTRAL (1)	--	--	--	--	30.1	30.1	-1.4	31	61	0	0	10.7
IVY TECH STATE C-SOUTHEAST (1)	--	--	--	--	27.1	27.1	4.0	28	68	0	0	8.8
IVY TECH STATE C-SOUTHWEST (1)	--	--	--	--	35.1	35.1	9.0	47	53	0	0	10.7
IVY TECH STATE C-WABASH VALLEY (1)	--	--	--	--	29.7	29.7	6.3	62	55	0	0	9.7
IVY TECH STATE C-WHITEWATER (1)	--	--	--	--	30.8	30.8	7.6	21	57	0	0	10.4
VINCENNES U (1)	48.7	40.9	36.6	29.8	--	43.0	2.9	318	39	86	3	11.7
BA+												
INDIANA U-EAST (1)	55.0	42.1	35.3	30.4	--	37.4	--	61	54	34	2	13.1
INDIANA U-KOKOMO (1)	58.1	45.0	42.5	32.4	--	*44.0	--	65	49	45	6	15.2
INDIANA U-NORTHWEST (1)	58.9	48.1	39.4	31.9	--	*45.0	--	130	35	48	9	16.3
INDIANA U-PURDUE U-FORT WAYNE (1)	56.2	43.4	38.9	24.9	--	41.7	--	276	35	62	8	13.6
INDIANA U-SOUTH BEND (1)	62.1	47.5	39.5	33.4	--	*43.7	--	159	40	42	12	15.3
INDIANA U-SOUTHEAST (1)	56.7	43.2	41.2	31.2	--	44.9	--	119	42	50	4	16.2
PURDUE U-CALUMET CAMPUS (1)	56.9	45.6	37.7	23.4	--	44.4	3.4	222	43	69	10	13.1
PURDUE U-NORTH CENTRAL CAMPUS (1)	48.6	41.6	36.2	29.1	--	*39.6	--	65	49	69	12	12.1
U OF SOUTHERN INDIANA (1)	53.6	48.3	40.2	32.6	--	*42.2	--	189	40	42	10	11.9
DOCTORAL												
BALL STATE U (1)	60.5	47.8	37.7	25.5	--	*45.0	--	893	39	52	0	13.8
INDIANA STATE U (1)	56.1	44.5	38.1	24.8	--	46.6	4.6	528	33	70	1	14.0
INDIANA U-BLOOMINGTON (1)	74.9	53.0	43.8	35.8	--	58.3	1.9	1,220	29	62	10	19.9
INDIANA U-PURDUE U-INDIANAPOLIS (1)	70.6	51.0	42.6	30.4	--	50.2	2.2	509	37	56	25	17.8
PURDUE U-MAIN CAMPUS (1)	79.5	53.6	45.5	27.0	--	58.5	2.5	1,061	25	65	27	16.2
Independent Institutions												
AA												
ANCILLA C (1)	--	33.6	27.3	--	--	*30.5	-4.1	10	30	20	0	6.4
DAVENPORT C-MERRILLVILLE (1)	--	--	--	--	--	--	--	0	--	--	100	--
DAVENPORT C-SOUTH BEND (1)	--	--	--	--	--	--	--	0	--	--	100	--
HOLY CROSS C (1)	--	34.6	30.0	--	--	*31.1	3.0	25	36	0	0	5.7
MID-AMERICA C OF FUNERAL SERV (1)	--	--	--	--	--	--	--	0	--	--	--	--
BA												
CALUMET C OF SAINT JOSEPH (1)	34.8	+	28.6	24.7	--	*28.0	-3.9	21	38	38	0	--
DEPAUW U (1)	57.8	46.7	37.6	--	--	49.8	2.3	148	28	75	0	13.9
FRANKLIN C OF INDIANA (1)	45.6	37.7	34.5	--	--	*41.1	--	55	33	71	2	10.5
GOSHEN C (1)	40.8	34.0	31.3	--	--	*36.1	--	72	38	57	3	8.2
HANOVER C (1)	62.1	47.3	40.6	34.2	--	*48.2	--	91	27	53	0	12.6
INDIANA INST OF TECHNOLOGY (1)	+	35.4	38.4	--	--	*37.2	4.6	19	16	32	0	--
LUTHERAN C OF HLTH PROFESSIONS (1)	+	38.2	34.1	36.4	--	*35.5	3.1	36	83	0	0	7.4
MARIAN C (1)	42.9	35.6	30.9	--	--	*35.0	--	72	51	50	0	--
SAINT MARYS C (1)	56.7	45.8	37.2	--	--	*44.5	--	112	58	71	0	14.0
SAINT MEINRAD C (1)	37.9	+	39.8	--	--	*38.6	1.4	18	22	72	0	5.9
TAYLOR U-FT WAYNE (1)	34.0	30.1	32.1	--	--	*31.5	8.1	23	17	17	8	12.2
TAYLOR U-UPLAND (1)	44.5	37.9	32.8	--	--	*38.8	--	101	26	57	1	14.6
TRI-STATE U (1)	45.0	36.9	34.7	--	--	*38.4	2.6	55	18	44	19	9.1
TRI-STATE U-FORT WAYNE CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
WABASH C (1)	68.6	53.6	38.9	--	--	*57.0	--	76	16	74	0	--
BA+												
ASSOCIATED MENNONITE BIBLICAL SEM (1)	39.9	34.3	--	--	--	*38.0	--	10	10	100	0	9.0
BETHEL C (1)	41.4	34.1	32.6	--	+	*33.9	5.4	51	35	29	0	10.1

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
BUTLER U (1)	56.6	47.0	40.7	28.1	--	*47.3	--	196	31	60	15	11.5
EARLHAM C (1)	55.4	43.3	36.4	--	--	48.0	3.8	78	37	76	0	12.4
HUNTINGTON C (1)	49.0	41.2	35.3	--	--	*42.0	--	41	34	59	0	10.6
INDIANA WESLEYAN U (1)	46.3	37.6	34.1	--	--	*38.1	--	85	40	12	3	--
MANCHESTER C (4)	--	--	--	--	--	+	--	66	--	--	--	--
MARTIN U (1)	--	--	--	--	+	+	--	4	50	0	84	--
OAKLAND CITY U (1)	+	31.6	28.4	--	--	*30.3	3.3	21	38	14	19	6.3
ROSE-HULMAN INST OF TECHNOLOGY (1)	68.0	57.8	50.3	--	--	*60.7	--	101	15	72	8	18.6
SAINT FRANCIS C (1)	40.7	36.8	33.4	--	--	*35.5	--	40	48	45	5	6.7
SAINT JOSEPHS C (1)	41.2	35.5	31.7	--	--	*34.9	--	49	37	73	0	10.5
SAINT MARY-OF-THE-WOODS C (1)	38.3	31.7	27.7	--	--	31.8	-4.8	43	67	44	0	--
SAINT MEINRAD SCHL OF THEOLOGY (1)	+	34.2	29.5	--	--	*32.2	--	9	0	44	0	7.5
U OF EVANSVILLE (1)	59.2	47.9	38.1	31.3	--	*46.3	2.0	183	33	54	0	10.3
VALPARAISO U (1)	62.4	46.2	39.5	30.4	--	*49.2	--	196	27	66	0	11.2
DOCTORAL												
ANDERSON U (1)	42.7	37.3	34.1	25.7	--	*37.7	--	130	35	63	5	10.4
CHRISTIAN THEOL SEM (1)	54.7	48.8	40.8	--	--	*48.9	--	21	33	67	0	13.8
GRACE C & THEOL SEM (1)	32.6	27.5	+	--	--	*30.0	--	38	21	0	0	11.0
U OF INDIANAPOLIS (1)	55.7	46.1	41.0	36.7	--	*44.0	--	105	50	36	22	10.4
U OF NOTRE DAME (1)	90.3	62.2	51.3	54.4	--	71.3	--	687	17	71	0	16.2
IOWA												
Public Institutions												
AA												
DES MOINES CC (1)	--	--	--	--	39.4	39.4	3.4	157	59	0	38	9.6
EASTERN IOWA CC DISTRICT (1)	--	--	--	--	35.5	35.5	3.2	108	50	0	30	9.2
HAWKEYE CC (1)	--	--	--	--	34.7	34.7	3.6	91	45	0	18	9.5
INDIAN HILLS CC (1)	--	--	--	--	34.6	34.6	4.8	77	55	0	37	7.7
INDIAN HILLS CC-CTRVILLE CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
IOWA CENTRAL CC (1)	38.7	36.8	37.1	35.2	--	*36.4	--	57	33	100	27	7.4
IOWA LAKES CC (1)	--	--	--	--	37.6	37.6	4.1	33	30	0	52	9.9
IOWA VALLEY CC DISTRICT (1)	42.7	35.4	32.8	26.7	--	*36.8	--	62	45	0	23	10.8
IOWA WESTERN CC (1)	41.3	35.8	30.5	28.5	--	34.0	1.2	76	42	0	24	8.3
KIRKWOOD CC (1)	41.1	36.4	33.2	29.2	--	36.4	3.7	90	42	100	53	10.7
NORTH IOWA AREA CC (1)	--	--	--	--	39.7	39.7	-0.4	71	37	92	21	9.7
NORTHEAST IOWA CC-CALMAR (1)	--	--	--	--	35.8	35.8	2.7	72	63	0	30	9.2
NORTHEAST IOWA CC-PEOSTA (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHWEST IOWA CC (1)	--	--	--	--	29.8	29.8	3.2	18	44	0	51	8.2
SOUTHEASTERN CC (1)	--	--	--	--	46.3	46.3	3.1	60	28	0	14	6.2
SOUTHWESTERN CC (1)	--	--	--	--	31.1	31.1	-0.8	28	29	0	35	10.1
WESTERN IOWA TECH CC (1)	--	--	--	--	33.8	33.8	2.6	57	47	0	27	8.3
DOCTORAL												
IOWA STATE U (1)	73.4	54.0	44.4	30.2	--	58.0	1.3	818	28	74	21	14.0
U OF IOWA (1)	76.4	53.5	46.3	34.4	--	*63.1	--	885	28	79	16	15.5
U OF NORTHERN IOWA (1)	64.1	50.0	42.7	34.6	--	49.3	3.5	637	38	65	1	12.9
Independent Institutions												
AA												
AMERICAN INST OF BUSINESS (1)	--	--	--	--	+	+	-4.4	3	67	0	88	6.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
IOWA METHODIST SCHL OF NURSING (4)	--	--	--	--	--	+	--	11	--	--	--	--
BA												
ALLEN C (1)	--	+	38.2	--	--	*38.2	--	12	100	0	0	7.4
BRIAR CLIFF C (1)	38.7	33.5	30.3	--	--	*33.9	--	63	46	52	0	9.8
CENTRAL C (1)	49.5	44.5	34.2	32.6	--	*42.5	--	82	30	73	0	--
CORNELL C (1)	58.0	43.6	36.3	35.9	--	*48.3	--	78	27	73	0	10.3
DIVINE WORD C (1)	+	32.8	29.5	25.8	--	*29.2	5.5	19	47	21	0	8.0
GRINNELL C (1)	75.9	58.5	43.2	--	--	*58.4	2.9	141	39	60	0	14.0
IOWA WESLEYAN C (1)	26.9	25.5	24.1	21.7	--	24.7	--	41	54	49	7	--
LUTHER C (1)	53.4	43.5	37.9	32.5	+	*44.4	--	159	35	59	1	12.9
MOUNT MERCY C (1)	41.9	37.9	33.4	--	--	*36.4	--	64	48	69	2	7.7
MOUNT ST CLARE C (1)	--	--	--	--	31.4	31.4	-2.4	25	48	0	4	5.9
NORTHWESTERN C (1)	47.2	40.0	33.2	--	--	*38.1	--	64	22	61	0	10.1
SIMPSON C (1)	53.9	42.0	35.7	27.1	--	41.8	2.0	72	33	60	1	10.2
VENNARD C (1)	--	--	--	--	--	--	--	0	--	--	100	--
WALDORF C (1)	38.5	37.1	31.1	27.7	--	*33.2	--	28	39	43	22	10.0
WARTBURG C (1)	50.2	39.8	34.7	35.7	--	*40.8	3.4	78	33	58	0	12.3
WESTMAR U (1)	40.0	36.0	26.5	31.2	--	*31.3	--	25	32	36	24	6.3
WILLIAM PENN C (1)	38.0	31.3	27.5	28.2	--	29.9	--	43	30	30	0	8.0
BA+												
BUENA VISTA U (1)	55.7	42.9	35.4	32.2	--	42.2	-0.9	70	27	49	3	10.3
CLARKE C (1)	50.7	38.8	34.0	31.8	--	*36.4	--	65	55	31	4	6.4
COE C (1)	55.1	42.5	35.9	--	--	46.0	3.6	73	33	78	0	14.2
DORDT C (1)	49.4	40.0	34.5	31.2	--	*42.3	4.8	68	10	56	0	14.0
FAITH BAPTIST BIBLE C & SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
GRACELAND C (1)	50.0	40.0	34.7	29.1	--	*39.8	--	85	41	46	0	6.9
GRAND VIEW C (4)	--	--	--	--	--	+	--	69	--	--	--	--
LORAS C (1)	47.4	39.5	34.8	30.1	--	40.3	4.5	111	23	66	0	8.1
MARYCREST INT'L U (1)	38.5	33.5	29.2	--	--	32.4	10.4	32	44	75	9	--
MORNINGSIDE C (1)	41.8	37.2	33.9	--	--	*37.3	--	69	43	65	0	8.8
PALMER C OF CHIROPRACTIC (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT AMBROSE U (1)	47.1	37.9	35.3	--	--	*39.4	0.7	94	31	52	15	10.5
U OF OSTEOPATHIC MEDICINE & HLTH SCI (1)	--	--	--	--	--	--	--	0	--	--	100	--
UPPER IOWA U (1)	--	--	--	--	--	--	--	0	--	--	100	--
WARTBURG THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOCTORAL												
DRAKE U (1)	63.9	48.4	40.1	33.1	--	51.2	0.3	232	29	67	13	12.5
MAHARISHI U OF MGMT (1)	9.6	5.6	4.8	2.8	--	*5.2	--	55	20	0	8	15.5
U OF DUBUQUE (1)	37.5	35.3	31.5	--	--	35.0	0.4	47	40	55	0	7.1

KANSAS

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
AA												
ALLEN COUNTY CC (1)	--	--	--	--	28.1	28.1	-8.8	27	37	67	4	4.9
BARTON COUNTY CC (1)	--	--	--	--	30.4	30.4	0.1	50	52	70	18	5.8
BUTLER COUNTY CC (1)	--	--	--	--	34.6	34.6	3.0	118	52	0	5	8.3
CLOUD COUNTY CC (1)	--	--	--	--	28.5	28.5	-3.3	36	42	81	0	--
COFFEYVILLE CC (1)	--	--	--	--	29.2	29.2	3.2	37	38	84	16	5.9
COLBY CC (1)	--	--	--	--	32.1	32.1	-1.4	53	51	85	0	4.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
COWLEY COUNTY CC (1)	--	--	--	--	32.3	32.3	4.8	43	44	60	0	7.9
DODGE CITY CC (1)	37.4	30.3	28.1	26.6	--	*33.0	--	55	42	71	0	6.6
FORT SCOTT CC (1)	--	--	--	--	31.9	31.9	1.9	27	37	89	39	5.6
GARDEN CITY CC (1)	--	--	--	--	35.5	35.5	1.6	69	39	75	0	7.5
HIGHLAND CC (1)	--	--	--	--	31.5	31.5	3.5	26	42	88	0	5.1
HUTCHINSON CC (1)	--	--	--	--	35.2	35.2	-1.3	83	43	88	19	8.3
INDEPENDENCE CC (1)	--	--	--	--	30.7	30.7	-7.5	29	34	83	3	6.6
JOHNSON COUNTY CC (1)	--	--	--	--	45.8	45.8	4.2	261	44	0	5	14.4
KANSAS CITY KANSAS CC (1)	--	--	--	--	40.7	40.7	0.4	124	52	88	0	6.8
LABETTE CC (1)	--	--	--	--	34.9	34.9	1.1	37	57	65	0	5.4
NEOSHO COUNTY CC (1)	--	--	--	--	30.1	30.1	3.2	34	38	100	19	7.5
PRATT CC (1)	--	--	--	--	30.3	30.3	1.1	36	53	75	0	5.1
SEWARD COUNTY CC (1)	--	--	--	--	31.0	31.0	-2.6	31	61	65	24	5.3
BA												
HASKELL INDIAN NATIONS U (1)	--	--	--	--	41.4	41.4	--	47	45	100	0	8.3
KANSAS STATE U SALINA C OF TECHN (1)	47.7	40.0	40.4	28.6	--	*40.0	--	35	11	63	8	10.4
BA+												
FORT HAYS STATE U (1)	46.5	41.0	35.1	30.2	+	*38.8	--	197	38	52	20	9.0
PITTSBURG STATE U (1)	46.9	40.1	35.0	28.4	--	*38.5	--	241	35	56	16	10.3
WASHBURN U OF TOPEKA (1)	63.6	46.0	35.5	31.0	--	*48.1	--	192	40	69	9	11.1
DOCTORAL												
EMPORIA STATE U (1)	47.4	41.1	36.9	29.4	--	39.4	2.0	203	39	49	11	9.0
KANSAS STATE U OF AGRICULTURE & APP SCI (1)	58.3	44.9	40.3	29.8	--	46.9	2.0	625	28	67	23	11.4
U OF KANSAS MAIN CAMPUS (1)	64.7	46.9	40.7	--	--	*54.0	--	946	23	79	3	12.8
U OF KANSAS MED CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
WICHITA STATE U (1)	59.0	45.5	39.3	27.3	--	45.3	0.8	419	31	64	8	11.7
Independent Institutions												
AA												
DONNELLY C (1)	--	--	--	--	22.0	22.0	6.8	10	40	0	0	3.7
HESSTON C (1)	--	--	--	--	27.5	27.5	2.1	24	42	0	8	5.9
BA												
BAKER U C OF ARTS & SCIENCES (1)	39.3	34.3	29.7	--	--	*34.6	0.6	57	32	67	0	8.4
BARCLAY C (1)	--	--	+	--	--	+	-8.0	5	60	100	0	4.1
BETHANY C (1)	34.6	28.2	24.7	--	+	*28.3	--	47	32	57	0	7.1
BETHEL C (1)	34.8	30.2	28.4	--	--	*30.5	-1.6	52	42	50	9	7.8
CENTRAL C (1)	--	--	--	--	26.8	26.8	4.4	18	17	0	0	--
MANHATTAN CHRISTIAN C (1)	+	30.7	+	--	--	*30.7	0.3	11	36	0	0	8.0
MCPHERSON C (1)	35.7	31.0	26.1	--	--	*29.7	--	38	29	45	0	9.0
OTTAWA U (1)	40.2	35.7	30.0	--	--	*33.3	3.7	23	39	65	23	--
STERLING C (1)	33.1	27.9	23.0	--	--	*25.8	--	31	32	55	0	8.8
TABOR C (1)	34.4	29.4	25.1	--	--	*28.7	6.0	28	32	39	0	--
BA+												
BENEDICTINE C (1)	38.6	31.5	28.8	29.9	--	*31.6	-2.5	49	31	57	0	5.0
CENTRAL BAPTIST THEOL SEM (1)	43.9	+	--	--	--	*43.9	3.2	7	29	57	0	8.8
FRIENDS U (1)	41.9	39.5	34.5	30.3	--	*36.8	--	53	49	9	16	8.1
KANSAS NEWMAN C (1)	39.3	37.0	30.4	32.2	--	*33.7	--	59	64	12	22	7.0
KANSAS WESLEYAN U (1)	34.8	30.3	27.7	25.2	--	29.7	1.8	43	49	47	0	--
MIDAMERICA NAZARENE C (1)	40.6	35.9	30.2	--	--	*35.4	9.6	60	40	0	10	7.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
OTTAWA U-KANSAS CITY (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT MARY C (1)	37.3	33.3	30.7	29.7	--	*32.2	4.8	31	58	48	0	5.2
SOUTHWESTERN C (1)	38.6	34.5	28.8	--	--	*33.3	--	39	44	38	0	7.9
KENTUCKY												
Public Institutions												
AA												
ASHLAND CC (1)	45.6	35.1	30.8	27.9	--	35.6	7.6	962	54	59	5	8.5
ELIZABETHTOWN CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
HAZARD CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
HENDERSON CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
HOPKINSVILLE CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
JEFFERSON CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
LEXINGTON CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
MADISONVILLE CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
MAYSVILLE CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
OWENSBORO CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
PADUCAH CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
PRESTONSBURG CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
SOMERSET CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
SOUTHEAST CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
EASTERN KENTUCKY U (1)	56.0	48.4	39.6	30.2	--	47.3	4.3	529	44	73	9	12.2
KENTUCKY STATE U (1)	53.4	44.2	37.3	27.9	--	*41.2	--	113	33	58	8	10.8
MOREHEAD STATE U (1)	54.2	42.1	35.2	25.5	--	40.8	3.0	326	39	61	0	10.8
MURRAY STATE U (1)	52.6	44.4	36.9	31.0	--	*42.2	--	308	33	54	11	12.2
NORTHERN KENTUCKY U (1)	60.2	44.1	37.7	25.8	--	*42.8	--	347	40	58	7	9.1
WESTERN KENTUCKY U (1)	55.4	44.3	37.0	30.6	46.5	44.6	--	507	36	61	7	14.9
DOCTORAL												
U OF KENTUCKY (1)	71.5	50.9	43.2	50.3	--	56.8	3.4	814	25	76	34	12.2
U OF LOUISVILLE (1)	62.7	46.2	39.6	32.7	--	49.8	4.6	460	31	63	33	11.2
Independent Institutions												
AA												
SAINT CATHARINE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
ALICE LLOYD C (1)	35.5	28.8	24.1	21.0	--	*24.3	--	46	46	0	0	7.6
ASBURY C (1)	44.8	38.2	31.8	25.4	--	*38.7	--	84	25	67	0	9.6
BEREA C (1)	58.2	45.6	36.9	28.7	--	*46.6	--	113	41	72	3	7.7
CENTRE C (1)	57.7	45.4	38.0	--	--	*47.1	4.1	85	31	55	0	11.2
CLEAR CREEK BAPTIST BIBLE C (1)	+	37.9	+	--	--	*37.9	52.4	7	14	0	0	12.0
KENTUCKY WESLEYAN C (1)	45.2	34.7	28.1	--	--	*36.9	7.8	47	34	64	0	9.6
MID-CONTINENT BAPTIST BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
MIDWAY C (1)	--	--	--	--	31.9	31.9	2.1	42	74	40	11	6.7
PIKEVILLE C (1)	38.6	34.1	29.9	17.8	--	*32.3	4.7	53	51	2	0	--
SUE BENNETT C (1)	+	24.4	22.3	23.2	--	*23.5	--	26	46	35	7	--
TRANSYLVANIA U (1)	52.7	43.5	35.0	--	--	*42.7	--	61	30	61	0	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
BELLARMINE C (1)	53.1	40.0	35.0	--	--	42.8	--	89	42	72	0	10.2
BRESCIA C (1)	+	33.3	30.0	--	--	*31.3	-1.2	31	42	52	6	4.9
CAMPBELLSVILLE U (1)	38.6	34.0	28.6	22.9	--	*32.1	2.8	60	35	40	0	7.8
CUMBERLAND C (1)	36.3	31.1	30.1	26.5	26.6	*31.0	--	90	36	39	0	7.8
GEORGETOWN C (1)	45.1	37.1	32.3	27.8	--	*37.9	--	73	34	58	4	7.9
LINDSEY WILSON C (1)	41.6	38.5	28.4	31.9	13.5	*30.8	--	45	36	2	6	5.3
THOMAS MORE C (1)	43.4	36.3	29.4	--	--	*35.6	--	64	33	50	0	8.3
UNION C (1)	36.0	31.1	28.5	23.5	--	*31.6	--	47	40	55	0	--
DOCTORAL												
ASBURY THEOL SEM (1)	56.2	45.6	+	--	--	*54.6	--	38	13	71	0	14.2
LEXINGTON THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISVILLE PRESBYTERIAN THEOL SEM (1)	53.4	+	+	--	--	*53.4	3.8	15	40	67	0	--
SOUTHERN BAPTIST THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
SPALDING U (1)	38.7	36.4	34.1	30.2	--	35.1	1.9	74	65	41	8	7.0

LOUISIANA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
BOSSIER PARISH CC (1)	--	--	--	--	30.8	30.8	1.8	81	56	0	0	7.8
DELGADO CC (1)	56.0	37.1	32.8	29.2	--	35.0	6.7	299	63	43	3	7.0
LOUISIANA STATE U-ALEXANDRIA (1)	42.9	37.7	30.6	26.6	--	*36.1	13.3	65	48	68	6	6.4
LOUISIANA STATE U-EUNICE (1)	47.7	40.5	34.2	29.3	--	36.7	--	57	49	42	14	8.8
SOUTHERN U-SHREVEPORT-BOSSIER CITY CAMP (1)	+	39.4	33.9	33.9	--	*34.7	18.3	38	61	47	33	7.9
BA+												
LOUISIANA STATE U-SHREVEPORT (1)	52.4	43.8	37.6	26.2	--	43.9	12.0	139	33	75	4	9.3
MCNEESE STATE U (1)	52.5	42.7	36.7	30.2	--	42.8	14.8	275	39	71	4	8.4
NICHOLLS STATE U (1)	51.4	43.8	36.9	26.3	--	*39.0	--	258	45	53	6	8.1
NORTHWESTERN STATE U OF LOUISIANA (1)	51.1	44.1	35.8	24.7	--	*38.8	6.2	238	51	43	10	7.6
SOUTHEASTERN LOUISIANA U (1)	52.4	44.6	37.6	28.5	--	38.5	5.5	413	51	39	6	7.6
SOUTHERN U-NEW ORLEANS (1)	51.9	44.5	38.2	31.7	--	40.1	15.7	120	41	48	10	8.6
DOCTORAL												
GRAMBLING STATE U (1)	54.0	44.5	37.6	29.6	--	40.0	9.1	240	43	50	18	--
LOUISIANA ST UNIV & AGRL & MECH & HEBERT LAWS CTR (1)	70.6	52.2	43.5	30.0	--	52.9	14.3	984	27	61	32	10.8
LOUISIANA STATE U-MED CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
LOUISIANA TECH U (1)	55.0	46.1	38.5	25.7	--	43.7	10.0	317	35	60	15	11.1
NORTHEAST LOUISIANA U (1)	50.4	41.9	35.9	25.8	--	36.8	8.7	363	46	40	22	8.1
SOUTHERN U & A&M C (1)	56.7	46.6	38.8	29.2	--	*43.6	--	451	47	58	4	8.2
U OF NEW ORLEANS (1)	62.0	45.6	42.3	26.9	--	48.7	18.5	502	32	66	4	9.5
U OF SOUTHWESTERN LOUISIANA (1)	62.3	47.9	40.3	30.8	--	46.8	10.6	531	35	60	4	8.5
Independent Institutions												
BA												
DILLARD U (1)	50.2	43.7	36.9	27.1	--	*39.2	--	91	51	12	8	7.6
LOUISIANA C (1)	40.4	34.8	33.8	31.4	--	36.9	--	59	41	63	0	10.9
BA+												
CENTENARY C OF LOUISIANA (1)	50.1	38.7	33.3	--	--	*42.3	--	65	28	74	0	9.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
LOYOLA U IN NEW ORLEANS (1)	67.0	51.1	41.9	34.3	--	*53.8	--	253	35	68	0	11.9
OUR LADY OF HOLY CROSS C (1)	+	37.3	34.0	--	--	*35.6	-1.0	30	57	0	0	--
XAVIER U OF LOUISIANA (1)	50.7	40.5	35.1	27.9	--	38.5	2.5	177	34	36	18	5.9
DOCTORAL												
NEW ORLEANS BAPTIST THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
TULANE U OF LOUISIANA (1)	77.2	52.9	47.2	--	--	*61.8	11.0	447	25	76	56	7.3
MAINE												
Public Institutions												
AA												
CENTRAL MAINE TECH C (1)	--	--	--	--	36.4	36.4	6.2	44	32	100	0	12.9
EASTERN MAINE TECH C (1)	--	--	--	--	35.8	35.8	10.4	48	27	0	6	--
KENNEBEC VALLEY TECH C (1)	--	--	--	--	35.0	35.0	12.0	25	72	0	17	12.5
NORTHERN MAINE TECH C (1)	--	--	--	--	36.8	36.8	11.3	45	31	0	0	--
SOUTHERN MAINE TECH C (1)	--	--	--	--	34.9	34.9	2.0	75	32	0	12	12.7
WASHINGTON COUNTY TECH C (1)	--	--	--	--	36.8	36.8	7.6	25	20	92	4	--
BA												
U OF MAINE AT AUGUSTA (1)	47.8	39.1	30.3	27.7	--	*39.2	--	95	44	71	1	11.0
U OF MAINE AT FARMINGTON (1)	48.9	37.3	31.7	34.0	--	41.2	3.7	98	38	67	1	11.8
U OF MAINE AT FORT KENT (1)	44.9	37.5	36.4	--	--	*39.4	4.4	30	40	53	0	11.1
U OF MAINE AT MACHIAS (1)	46.7	39.1	29.3	--	--	*38.9	--	37	32	78	0	10.6
U OF MAINE AT PRESQUE ISLE (1)	45.0	39.1	34.8	--	--	*39.8	6.3	61	28	69	2	11.2
BA+												
MAINE MARITIME ACAD (1)	49.1	38.9	34.2	29.0	--	*38.9	--	53	15	0	0	--
U OF SOUTHERN MAINE (1)	61.5	47.4	39.1	--	--	*49.1	2.9	313	35	72	1	12.7
DOCTORAL												
U OF MAINE (1)	60.0	48.1	39.7	37.8	--	*49.6	--	372	30	74	2	13.1
Independent Institutions												
AA												
CENTRAL MAINE MED CTR SCHL OF NURSING (1)	--	--	--	--	35.8	35.8	0.9	7	100	0	0	--
BA												
BATES C (1)	75.1	53.5	44.6	--	--	*59.3	--	129	36	71	0	14.4
BOWDOIN C (1)	80.0	57.3	44.8	--	--	*62.3	5.9	131	37	68	0	15.3
COLBY C (1)	--	--	--	--	--	--	--	0	--	--	100	--
MAINE C OF ART (1)	--	--	--	--	--	--	--	0	--	--	100	--
UNITY C (1)	40.3	34.8	30.0	--	--	*34.2	--	31	32	0	0	8.5
U OF NEW ENGLAND-WESTBROOK C CAMPUS (1)	+	31.1	26.8	--	--	*28.3	-1.9	25	60	0	11	6.7
BA+												
C OF THE ATLANTIC (1)	--	--	--	--	39.1	39.1	4.6	17	35	0	0	9.6
HUSSON C (1)	44.5	40.3	34.4	--	--	*39.0	--	46	54	37	0	7.0
SAINT JOSEPHS C (1)	+	42.0	34.7	--	--	*36.8	--	47	70	45	10	--
THOMAS C (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOCTORAL												
BANGOR THEOL SEM (1)	43.5	--	+	--	--	*43.5	6.6	7	43	29	0	8.4
U OF NEW ENGLAND (1)	52.7	43.2	36.0	27.2	--	*39.7	--	60	47	43	41	8.9

	Prof ($)	Assc. ($)	Asst ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
MARYLAND												
Public Institutions												
AA												
ALLEGANY C (1)	47.1	40.3	31.6	- -	- -	*38.7	- -	71	52	68	24	10.8
ANNE ARUNDEL CC (1)	54.8	44.4	37.0	32.4	- -	45.7	0.7	191	43	65	4	9.9
BALTIMORE CITY CC (1)	45.5	40.1	37.6	27.3	- -	*39.6	- -	121	55	0	2	12.8
CARROLL CC (1)	+	45.2	34.0	- -	- -	*38.0	- -	37	65	0	5	- -
CATONSVILLE CC (1)	54.8	46.2	36.5	31.4	- -	43.7	0.5	158	46	70	8	13.6
CECIL CC (1)	50.4	45.8	37.5	- -	- -	*45.1	2.2	34	50	44	13	11.4
CHARLES COUNTY CC (1)	50.9	40.0	35.2	- -	- -	*44.8	-1.8	80	51	69	0	12.4
CHESAPEAKE C (1)	48.0	40.5	37.7	29.8	- -	*41.7	1.0	33	42	36	8	12.6
DUNDALK CC (1)	52.6	43.2	36.5	- -	- -	*43.3	- -	47	45	89	8	12.8
ESSEX CC (1)	53.6	45.0	35.4	26.7	- -	*45.7	- -	128	45	86	8	13.5
FREDERICK CC (1)	50.2	44.0	37.8	- -	- -	*42.5	3.2	70	50	0	4	11.1
GARRETT CC (1)	41.2	37.2	33.5	- -	- -	*38.5	12.0	16	44	44	0	13.2
HAGERSTOWN JR C (1)	49.3	37.1	31.6	- -	- -	*43.3	1.0	48	52	69	13	12.1
HARFORD CC (1)	53.8	50.0	42.5	34.7	26.8	*46.9	- -	74	49	78	13	13.7
HOWARD CC (1)	55.5	44.3	40.2	32.4	- -	*45.0	- -	76	64	0	15	10.7
MONTGOMERY C OF GERMANTOWN (1)	55.1	46.2	40.5	- -	- -	50.8	8.9	59	41	20	0	15.6
MONTGOMERY C OF ROCKVILLE (1)	58.4	47.5	41.7	35.2	- -	52.7	- -	246	45	40	0	14.2
MONTGOMERY C OF TAKOMA PARK (1)	56.5	46.6	42.4	- -	- -	*52.9	- -	80	58	25	0	13.3
PRINCE GEORGES CC (1)	55.6	45.6	34.4	32.2	- -	48.1	-3.3	204	51	63	0	7.9
WOR-WIC CC (1)	57.1	42.0	38.8	31.2	- -	*39.1	- -	34	68	0	11	9.1
BA												
SAINT MARYS C OF MARYLAND (1)	64.8	52.0	38.3	35.3	- -	49.0	1.9	108	42	56	0	12.6
U.S. NAVAL ACAD (1)	73.9	56.3	47.2	33.9	- -	*61.7	- -	275	22	79	4	10.4
BA+												
BOWIE STATE U (1)	56.5	46.8	40.2	32.7	- -	43.7	0.1	139	40	51	0	12.6
COPPIN STATE C (1)	61.3	48.2	42.0	30.6	- -	*46.5	- -	108	46	62	2	14.7
FROSTBURG STATE U (1)	54.6	44.3	38.8	29.9	- -	44.2	2.6	237	34	66	0	12.4
SALISBURY STATE U (1)	58.6	46.7	38.7	31.9	- -	43.5	-0.0	254	38	61	0	10.9
TOWSON STATE U (1)	57.8	46.7	40.7	33.2	- -	47.9	0.7	454	37	75	0	14.8
U OF BALTIMORE (1)	79.9	62.9	47.7	- -	- -	65.0	-1.6	150	33	73	5	15.4
U OF MARYLAND U C (1)	- -	- -	- -	28.6	- -	28.6	-4.6	9	44	0	0	6.7
DOCTORAL												
MORGAN STATE U (1)	64.1	52.4	44.3	35.7	- -	48.4	1.2	193	37	50	12	16.6
U OF MARYLAND BALTIMORE PROF SCHS (1)	96.3	73.6	55.1	- -	- -	*81.3	1.6	54	30	78	84	17.8
U OF MARYLAND C PARK CAMPUS (1)	76.3	54.0	46.8	33.5	+	*59.3	- -	1,075	31	71	28	14.0
U OF MARYLAND EASTERN SHORE (1)	53.4	45.9	42.9	31.2	- -	38.9	2.5	94	41	30	29	10.9
U OF MARYLAND-BALTIMORE COUNTY (1)	67.7	48.4	43.7	30.8	- -	50.1	0.8	326	29	60	14	12.5
Independent Institutions												
AA												
BALTIMORE INT'L CULINARY C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
MARYLAND C OF ART & DESIGN (1)	- -	- -	+	- -	- -	+	3.0	3	67	0	0	3.5
BA												
COLUMBIA UNION C (1)	+	+	34.7	- -	- -	*34.7	- -	10	70	0	80	22.5
SOJOURNER-DOUGLAS C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
CAPITOL C (1)	44.0	36.7	34.8	--	--	*39.5	4.0	14	29	0	18	--
C OF NOTRE DAME MARYLAND (1)	49.0	40.3	32.4	--	--	*39.4	--	72	64	32	4	--
GOUCHER C (1)	63.1	48.7	36.8	32.7	--	48.2	--	76	63	67	0	11.7
HOOD C (1)	52.6	43.4	37.2	29.7	--	42.6	--	77	55	56	0	9.7
MARYLAND INST C OF ART (4)	--	--	--	--	--	+	--	43	--	--	--	--
MOUNT SAINT MARYS C (1)	53.9	41.2	34.9	36.2	--	*41.2	2.5	97	32	55	0	9.9
ST JOHN'S C (1)	--	--	--	--	48.0	48.0	1.4	52	19	79	0	14.9
VILLA JULIE C (1)	49.2	43.7	38.5	36.6	--	*39.9	7.0	64	77	0	4	8.0
WASHINGTON BIBLE C (1)	37.2	+	+	--	--	*37.2	24.5	9	11	0	18	6.2
WASHINGTON C (1)	52.5	44.6	37.2	--	--	*47.8	--	63	30	83	0	10.7
WESTERN MARYLAND C (1)	59.2	43.4	35.5	--	--	47.2	--	82	38	73	0	12.6
DOCTORAL												
BALTIMORE HEBREW U (1)	--	--	--	--	--	--	--	0	--	--	100	--
JOHNS HOPKINS U (1)	88.2	61.8	50.4	40.7	59.5	*71.8	--	477	28	55	45	16.4
LOYOLA C (1)	66.9	51.0	41.9	31.6	+	*52.5	--	218	33	74	0	14.4
NER ISRAEL RABBINICAL C (1)	--	--	--	--	--	--	--	0	--	--	100	--
PEABODY INST OF JOHNS HOPKINS U (1)	--	--	--	--	44.2	44.2	-19	72	35	8	0	11.9

MASSACHUSETTS

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
BERKSHIRE CC (1)	45.0	35.5	36.7	29.9	--	*42.7	--	72	54	82	0	12.2
BRISTOL CC (1)	44.9	37.1	32.5	32.0	--	*41.0	--	96	49	77	0	4.3
BUNKER HILL CC (1)	43.2	35.2	34.7	34.7	--	*40.5	--	130	58	78	0	--
CAPE COD CC (1)	46.8	36.6	37.1	28.4	--	*42.7	3.7	83	54	78	0	--
GREENFIELD CC (1)	43.2	35.4	32.7	29.9	--	*40.7	--	62	47	79	0	12.4
HOLYOKE CC (1)	42.9	33.3	30.7	32.0	--	39.6	--	117	50	79	0	--
MASSACHUSETTS BAY CC (1)	45.3	41.9	39.4	39.9	--	42.2	--	96	57	50	21	9.5
MASSASOIT CC (1)	43.8	35.0	35.5	29.8	--	*41.8	2.8	148	48	86	0	7.0
MASSASOIT CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
MIDDLESEX CC (1)	42.1	35.7	33.5	--	--	*40.6	--	119	61	85	0	0.4
MOUNT WACHUSETT CC (1)	44.2	35.4	31.3	--	--	*41.3	--	70	43	79	0	5.4
NORTH SHORE CC (1)	44.9	35.8	36.7	33.5	--	*43.0	2.8	104	51	86	0	0.0
NORTHERN ESSEX CC (1)	45.0	35.8	+	--	--	*43.2	--	111	52	92	0	9.5
QUINCY C (4)	--	--	--	--	--	+	--	57	--	--	--	--
QUINSIGAMOND CC (1)	45.1	40.1	40.7	--	--	*44.4	5.7	92	51	83	0	0.9
ROXBURY CC (1)	44.8	36.2	32.3	--	--	*39.7	--	72	47	75	0	6.2
SPRINGFIELD TECH CC (1)	46.4	38.6	38.2	33.6	--	*43.3	--	173	53	80	0	12.6
BA												
FRANKLIN INST OF BOSTON (1)	38.4	+	29.7	25.6	--	*29.2	1.9	27	19	0	0	7.4
MASSACHUSETTS MARITIME ACAD (1)	56.9	55.6	42.9	--	--	*53.7	7.8	54	7	81	0	18.3
BA+												
BRIDGEWATER STATE C (1)	54.8	47.1	39.7	32.2	--	48.8	6.6	260	38	78	0	14.9
FITCHBURG STATE C (1)	53.9	45.7	38.9	31.9	--	*47.0	--	208	42	81	0	5.8
FRAMINGHAM STATE C (1)	53.9	44.0	38.8	29.1	--	*47.0	--	168	48	77	0	12.1
MASSACHUSETTS C OF ART (1)	51.3	40.5	36.7	--	--	44.1	--	66	47	62	0	--
NORTH ADAMS STATE C (1)	53.8	43.2	36.2	--	--	*46.1	--	88	31	83	0	--
SALEM STATE C (1)	55.8	46.5	38.2	25.9	--	46.3	--	316	44	71	0	14.0

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WESTFIELD STATE C (1)	53.5	50.5	35.5	--	--	*47.7	--	167	33	77	0	14.5
WORCESTER STATE C (1)	56.4	47.8	38.0	32.6	--	47.9	--	161	42	73	0	--
DOCTORAL												
U OF MASSACHUSETTS-AMHERST (1)	75.0	57.1	45.9	37.5	--	*64.4	6.6	1,099	25	79	6	15.0
U OF MASSACHUSETTS-BOSTON (1)	69.6	56.3	47.7	44.9	--	*58.4	--	442	37	74	2	13.5
U OF MASSACHUSETTS-DARTMOUTH (1)	58.7	50.2	44.3	39.0	--	53.2	--	326	31	77	0	16.1
U OF MASSACHUSETTS-LOWELL (1)	69.1	57.2	49.2	45.0	--	62.9	6.2	406	26	85	0	14.2
Independent Institutions												
AA												
AQUINAS C AT MILTON (1)	--	--	--	--	--	--	--	0	--	--	100	--
AQUINAS C AT NEWTON (1)	--	--	--	--	+	+	--	2	100	0	67	7.0
BAY STATE C (1)	--	--	--	--	33.9	33.9	-1.6	21	71	0	0	6.5
DEAN C (1)	43.0	39.1	30.9	--	--	*35.6	4.7	33	36	39	0	8.6
FISHER C (1)	--	--	--	--	39.3	39.3	2.4	18	67	0	0	8.3
LABOURE C (1)	+	+	33.6	--	--	*33.6	-2.9	17	82	0	0	6.8
MARIAN COURT C (1)	--	--	--	--	+	+	--	2	100	0	75	3.0
BA												
AMHERST C (1)	79.2	53.7	46.3	--	--	67.8	2.7	154	29	80	0	18.8
ART INST OF BOSTON (1)	33.7	29.6	+	--	--	*31.1	--	18	28	0	0	--
BAY PATH C (1)	+	40.0	32.9	--	--	*37.1	3.6	22	77	0	0	--
BECKER C-LEICESTER (1)	41.6	33.5	30.3	--	--	*36.0	--	20	60	0	0	8.3
BECKER C-WORCESTER (1)	43.6	40.8	32.9	--	--	*39.7	--	29	59	0	0	8.2
BERKLEE C OF MUSIC (1)	50.1	43.7	36.8	--	--	*42.7	--	138	7	0	0	7.8
BRADFORD C (1)	46.3	37.9	31.9	--	--	39.4	--	35	34	0	0	10.4
C OF THE HOLY CROSS (1)	74.8	55.3	44.6	40.5	--	*56.9	--	190	33	67	0	14.1
ENDICOTT C (1)	40.8	35.0	35.1	--	--	*37.3	7.8	44	61	0	4	10.9
FORSYTH SCHL FOR DENTAL HYGIENISTS (1)	--	--	--	--	--	--	--	0	--	--	100	--
GORDON C (1)	50.3	41.6	36.4	32.3	--	*44.1	--	71	27	62	1	12.9
HAMPSHIRE C (1)	54.3	45.3	35.7	--	--	46.3	7.3	86	45	0	0	8.4
LASELL C (1)	+	39.6	35.8	--	+	*37.0	0.5	30	77	7	0	6.4
MERRIMACK C (1)	51.9	41.0	33.3	--	--	40.9	2.1	129	33	68	0	10.2
MOUNT IDA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
NEWBURY C INC (1)	--	--	--	--	--	--	--	0	--	--	100	--
RADCLIFFE C (1)	--	--	--	--	--	--	--	--	--	--	--	--
SIMONS ROCK C OF BARD (1)	--	--	--	--	--	--	--	0	--	--	100	--
STONEHILL C (1)	56.0	46.6	37.9	--	--	45.7	2.3	118	31	66	0	14.2
WELLESLEY C (1)	86.3	60.7	49.1	57.8	--	*69.2	--	220	55	66	0	20.6
WENTWORTH INST OF TECHNOLOGY (1)	44.7	40.1	40.6	--	--	*41.1	--	96	14	100	0	11.2
WHEATON C (1)	65.3	45.7	39.0	34.6	--	*52.4	--	92	48	59	0	12.9
BA+												
ANNA MARIA C (1)	41.1	40.0	33.8	26.8	--	*35.1	2.7	31	52	61	0	8.2
ASSUMPTION C (1)	54.6	44.4	36.0	--	--	*43.8	--	109	34	73	0	11.3
ATLANTIC UNION C (1)	+	+	--	--	--	+	-4.2	4	0	25	90	12.2
BABSON C (1)	94.0	70.0	58.8	56.7	--	*71.1	3.4	139	28	54	0	18.0
BENTLEY C (1)	79.7	65.9	55.5	44.4	--	65.0	8.2	192	30	63	0	14.9
CAMBRIDGE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
C OF OUR LADY OF THE ELMS (1)	46.9	37.3	30.4	23.0	--	35.4	-2.2	54	74	57	0	--
CONWAY SCHL OF LANDSCAPE DESIGN (1)	--	--	--	--	+	+	--	2	50	0	0	5.5
CURRY C (1)	49.7	40.8	34.8	--	--	*44.7	--	75	60	0	0	11.7
EMMANUEL C (1)	47.1	46.1	32.2	--	--	*42.7	--	48	71	50	0	8.9

BEST COPY AVAILABLE

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HEBREW C (1)	+	+	--	--	--	+	5.2	4	25	50	0	7.1
HELLENIC C-HOLY CROSS GRK ORTH SCH OF THEOL (1)	53.7	48.8	+	--	--	*52.2	5.7	16	19	38	0	--
MGH INST OF HLTH PROFESSIONS (1)	--	59.4	49.7	41.9	--	*50.2	--	17	94	0	53	11.2
MONTSERRAT C OF ART (1)	--	--	--	--	--	--	--	0	--	--	100	--
MOUNT HOLYOKE C (1)	75.5	55.1	43.5	46.2	--	*61.0	--	185	46	68	0	16.3
NICHOLS C (4)	--	--	--	--	--	+	--	16	--	--	--	--
PINE MANOR C (4)	--	--	--	--	--	+	--	23	--	--	--	--
REGIS C (1)	53.2	42.8	35.8	30.4	--	*42.7	1.3	61	77	62	0	10.8
SCHL OF THE MUSEUM OF FINE ARTS (1)	--	--	--	--	34.3	34.3	0.4	50	30	0	0	9.9
THE BOSTON CONSERVATORY (1)	--	--	--	--	23.8	23.8	0.5	32	59	0	9	5.3
WESTERN NEW ENGLAND C (1)	72.3	52.1	46.8	34.4	--	58.2	2.1	134	26	75	0	15.1
WHEELOCK C (1)	55.8	43.8	36.9	34.6	--	*41.7	--	56	73	43	0	--
WILLIAMS C (1)	84.7	55.7	45.9	81.6	--	66.1	10.7	215	36	60	0	18.3
DOCTORAL												
AMERICAN INT'L C (1)	48.3	39.5	34.3	26.6	--	*36.8	--	76	49	43	0	8.8
ANDOVER NEWTON THEOL SCHL (1)	53.6	44.2	--	--	--	*49.5	--	16	25	88	0	--
BOSTON C (1)	91.7	64.2	57.3	43.7	--	*70.7	--	584	33	70	0	16.1
BOSTON U (1)	82.9	53.9	44.4	29.3	--	59.9	2.6	1,064	30	50	7	12.7
BRANDEIS U (1)	71.8	52.7	43.9	38.4	--	59.0	2.9	308	32	66	0	15.0
CLARK U (1)	69.2	50.9	42.3	--	--	56.8	3.6	158	34	80	0	15.0
EMERSON C (1)	78.1	56.6	45.9	35.2	--	*54.5	--	88	39	53	6	14.7
EPISCOPAL DIVINITY SCHL (1)	--	--	--	--	--	--	--	0	--	--	100	--
GORDON-CONWELL THEOL SEM (1)	60.7	45.7	+	--	+	*56.1	--	29	7	69	0	--
HARVARD U (1)	112.2	60.6	56.9	62.0	--	*89.6	--	1,129	23	57	0	19.9
LESLEY C (1)	55.5	46.3	38.5	--	--	*46.3	2.3	67	69	6	34	--
MA C OF PHARMACY & ALLIED HLTH SC (1)	60.4	50.3	40.9	--	--	*46.5	--	39	33	0	49	9.2
MASSACHUSETTS INST OF TECHNOLOGY (1)	97.9	68.6	55.6	39.1	--	*81.8	--	828	16	67	9	20.9
NEW ENGLAND CONSERVATORY OF MUSIC (1)	--	--	--	--	42.2	42.2	9.4	67	28	0	0	7.1
NORTHEASTERN U (1)	75.2	56.7	49.4	28.7	36.0	58.7	-0.2	608	32	65	18	17.9
SIMMONS C (1)	62.1	51.3	40.7	35.9	--	*50.7	--	160	71	50	0	11.5
SMITH C (1)	81.0	56.4	45.5	41.9	--	65.8	--	262	47	74	0	18.5
SPRINGFIELD C (1)	58.1	45.7	38.6	29.0	--	*44.7	--	146	47	55	24	11.1
SUFFOLK U (1)	80.1	57.6	50.7	30.2	--	64.1	0.9	246	32	56	0	14.1
TUFTS U (1)	80.4	60.2	47.3	38.2	--	*63.6	--	359	34	69	32	20.3
WESTON JESUIT SCHL OF THEOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
WORCESTER POLYTECH INST (1)	72.1	56.8	49.7	--	--	*60.6	--	207	13	72	0	16.0
MICHIGAN												
Public Institutions												
AA												
ALPENA CC (1)	--	--	--	--	46.9	46.9	--	44	25	0	0	17.2
BAY DE NOC CC (1)	--	--	--	--	47.6	47.6	2.2	41	34	78	0	16.9
BAY MILLS CC (1)	--	--	--	--	21.8	21.8	15.2	9	67	0	0	8.4
DELTA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
GLEN OAKS CC (1)	46.3	--	--	29.8	--	*42.9	--	30	43	77	0	14.8
GOGEBIC CC (1)	53.1	44.4	--	--	--	*51.8	--	28	25	0	18	--
GRAND RAPIDS CC (1)	--	--	--	--	51.7	51.7	-0.2	204	40	91	11	15.4
HENRY FORD CC (1)	--	--	--	--	68.3	68.3	2.9	184	43	0	2	21.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
JACKSON CC (1)	63.3	58.7	52.6	47.0	41.1	*57.2	--	108	40	94	0	18.9
KALAMAZOO VALLEY CC (1)	--	--	--	--	50.5	50.5	3.6	107	35	83	0	14.2
KELLOGG CC (1)	--	--	--	--	55.3	55.3	5.4	80	55	85	7	20.0
KIRTLAND CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
LAKE MICHIGAN C (1)	--	--	--	--	43.4	43.4	2.8	56	43	0	0	23.6
LANSING CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
MACOMB CC (1)	--	--	--	--	57.1	57.1	0.0	257	27	96	0	20.7
MID MICHIGAN CC (1)	--	--	--	--	43.5	43.5	8.2	36	44	92	0	13.8
MONROE COUNTY CC (1)	62.3	57.4	51.2	44.3	--	*55.2	--	54	22	81	0	19.3
MONTCALM CC (1)	--	--	--	--	46.5	46.5	1.6	25	32	76	0	16.9
MOTT CC (1)	54.8	52.6	52.3	44.9	--	52.3	5.7	152	50	0	0	20.3
MUSKEGON CC (1)	--	--	--	--	54.5	54.5	4.3	100	37	85	0	19.0
NORTH CENTRAL MICHIGAN C (1)	51.6	--	--	--	--	*51.6	0.7	28	32	100	0	20.6
NORTHWESTERN MICHIGAN C (1)	--	--	--	--	57.0	57.0	18.7	93	39	0	1	17.9
OAKLAND CC (1)	--	--	--	--	60.3	60.3	3.5	294	43	0	0	18.1
SCHLCRAFT C (1)	--	--	--	--	58.4	58.4	2.5	110	42	0	1	21.9
SOUTHWESTERN MICHIGAN C (1)	--	--	--	--	39.1	39.1	6.4	46	41	0	0	13.0
ST CLAIR COUNTY CC (1)	--	--	--	--	51.9	51.9	5.3	72	40	0	0	16.8
WASHTENAW CC (4)	--	--	--	--	--	--	--	--	--	--	--	--
WAYNE COUNTY CC (4)	--	--	--	--	--	+	--	112	--	--	--	--
WEST SHORE CC (1)	52.9	41.2	--	--	--	*50.9	--	25	44	76	0	7.9
BA+												
FERRIS STATE U (1)	56.4	48.4	43.4	40.6	31.5	*49.2	--	381	23	81	11	16.3
GRAND VALLEY STATE U (1)	62.7	52.2	41.5	34.8	--	50.4	--	375	41	63	1	16.2
LAKE SUPERIOR STATE U (1)	55.3	47.6	39.0	--	--	*46.4	4.1	113	29	69	1	14.8
NORTHERN MICHIGAN U (1)	62.7	49.6	38.3	33.1	36.5	51.3	0.8	290	35	67	11	19.1
SAGINAW VALLEY STATE U (1)	56.1	46.6	37.1	27.6	--	48.6	--	180	33	77	0	15.5
U OF MICHIGAN-DEARBORN (1)	61.6	51.0	45.6	32.3	--	49.8	--	230	31	59	0	13.4
U OF MICHIGAN-FLINT (1)	61.5	48.5	37.9	32.3	--	*45.7	--	192	39	51	6	12.4
DOCTORAL												
CENTRAL MICHIGAN U (1)	63.3	49.6	45.5	26.6	--	53.6	3.8	556	28	79	2	16.8
EASTERN MICHIGAN U (1)	60.2	47.2	40.2	25.4	--	49.3	1.3	741	40	76	0	14.3
MICHIGAN STATE U (1)	70.4	54.4	46.4	35.4	--	60.5	3.6	1,239	27	77	33	18.7
MICHIGAN TECHNOLOGICAL U (1)	71.7	53.1	46.1	39.5	--	*55.5	--	352	18	67	6	19.0
OAKLAND U (1)	68.6	54.6	44.0	44.9	--	57.7	--	353	29	84	0	19.3
U OF MICHIGAN-ANN ARBOR (1)	87.2	63.3	51.0	35.4	--	68.5	4.1	1,726	29	63	13	16.7
WAYNE STATE U (1)	74.8	56.4	46.9	37.1	--	*56.4	--	757	34	57	17	13.5
WESTERN MICHIGAN U (1)	66.0	52.2	42.1	29.5	--	52.5	1.4	692	30	65	8	19.8
Independent Institutions												
AA												
GREAT LAKES JR C OF BUSINESS (1)	--	--	--	--	--	--	--	0	--	--	100	--
GREAT LAKES JR C OF BUSINESS-BAD AXE (1)	--	--	--	--	--	--	--	0	--	--	100	--
GREAT LAKES JR C OF BUSINESS-BAY CITY (1)	--	--	--	--	--	--	--	0	--	--	100	--
GREAT LAKES JR C OF BUSINESS-CARO (1)	--	--	--	--	--	--	--	0	--	--	100	--
GREAT LAKES JR C OF BUSINESS-MIDLAND (1)	--	--	--	--	--	--	--	0	--	--	100	--
LEWIS C OF BUSINESS (1)	--	--	--	--	20.1	20.1	35.8	19	58	0	0	23.1
BA												
ADRIAN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
ALBION C (1)	57.9	44.8	36.6	32.6	--	47.4	2.6	105	29	69	0	12.2

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
ALMA C (1)	56.7	46.2	39.0	33.7	--	*47.3	--	81	32	68	0	10.7
BAKER C OF AUBURN HILLS (1)	--	--	--	--	--	--	--	0	--	--	100	--
BAKER C OF CADILLAC (1)	--	--	--	--	--	--	--	0	--	--	100	--
BAKER C OF FLINT (1)	+	49.7	42.1	--	--	*43.0	7.3	37	59	0	0	13.9
BAKER C OF MOUNT CLEMENS (1)	--	--	--	--	+	+	--	1	100	0	83	11.1
BAKER C OF MUSKEGON (1)	--	--	--	--	45.2	45.2	-0.2	10	70	0	0	14.6
BAKER C OF OWOSSO (1)	+	49.1	39.4	--	--	*44.2	3.3	9	44	0	0	--
BLACK FOREST HALL (3)	--	--	--	--	--	--	--	--	--	--	--	--
CTR FOR CREATIVE STUDIES C OF ART & DESIGN (1)	44.4	38.0	29.6	--	--	*41.9	7.5	45	13	0	0	8.6
CLEARY C (3)	--	--	--	--	--	--	--	--	--	--	--	--
CLEARY C (4)	--	--	--	--	--	--	--	--	--	--	--	--
CONCORDIA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
CORNERSTONE C (1)	38.5	34.0	27.2	--	--	*33.0	5.8	46	33	54	10	9.3
DAVENPORT C (1)	+	52.9	48.5	34.2	--	*46.0	--	42	48	0	0	15.2
DAVENPORT C OF BUSINESS-HOLLAND (1)	--	--	--	--	--	--	--	--	--	--	--	--
DAVENPORT C-KALAMAZOO (1)	--	--	--	--	26.7	*26.7	--	9	78	0	59	7.7
DAVENPORT C-LANSING (1)	--	--	--	--	24.9	*24.9	--	4	75	0	69	--
DETROIT C OF BUSINESS-DEARBORN (1)	--	--	--	--	37.3	37.3	4.9	27	44	81	0	15.6
DETROIT C OF BUSINESS-FLINT (1)	--	--	--	--	+	+	--	2	50	0	33	11.2
DETROIT C OF BUSINESS-WARREN (1)	--	--	--	--	32.7	32.7	10.8	15	40	20	0	14.5
GRACE BIBLE C (1)	+	--	+	--	--	+	4.3	4	25	25	0	--
HILLSDALE C (3)	--	--	--	--	--	--	--	--	--	--	--	--
HOPE C (1)	55.9	44.9	36.6	--	--	46.6	0.3	181	36	62	2	14.2
KALAMAZOO C (1)	56.5	46.9	37.2	--	--	*46.6	--	82	39	55	0	11.3
KENDALL C OF ART & DESIGN (1)	45.0	40.0	34.1	--	--	39.0	--	26	42	0	0	12.6
MICHIGAN CHRISTIAN C (1)	+	25.2	22.9	17.0	--	*22.1	--	19	42	11	27	5.7
OLIVET C (1)	42.6	42.4	31.3	--	--	*36.6	--	37	43	49	18	--
REFORMED BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT MARYS C (1)	+	18.1	+	--	--	*18.1	-2.9	11	36	0	35	--
SUOMI C (1)	--	--	--	--	33.2	33.2	4.3	21	76	57	19	7.6
WILLIAM TYNDALE C (1)	33.0	27.3	30.0	--	--	30.1	7.7	9	33	0	0	7.4
BA+												
AQUINAS C (1)	40.1	32.9	29.2	--	--	34.4	--	76	43	66	0	9.2
BAKER C CTR FOR GRAD STUDIES (1)	--	--	--	--	--	--	--	0	--	--	100	--
BAKER C OF PORT HURON (1)	--	--	--	--	+	+	--	1	100	0	83	11.0
CALVIN C (1)	51.8	45.9	39.6	32.9	--	47.4	2.2	258	24	53	0	--
CTR FOR HUMANISTIC STUDIES (1)	--	--	--	--	--	--	--	0	--	--	100	--
CRANBROOK ACAD OF ART (1)	--	--	--	--	--	--	--	0	--	--	100	--
GMI ENGINEERING & MGMT INST (1)	63.5	52.2	47.9	46.1	--	52.0	0.7	100	26	50	29	13.9
LAWRENCE TECHNOLOGICAL U (1)	68.2	51.9	44.4	41.3	--	*53.3	--	91	21	73	0	11.5
MADONNA U (1)	53.1	44.2	38.6	33.0	--	43.4	4.2	97	65	3	1	8.0
MARYGROVE C (1)	46.8	41.3	32.3	--	--	*40.2	1.3	49	69	71	0	10.0
NORTHWOOD U (1)	39.4	37.7	41.2	35.7	--	*39.0	5.6	34	26	0	0	10.7
SACRED HEART MAJOR SEM (1)	--	+	28.1	--	--	*28.1	-3.6	10	40	0	0	--
SIENA HEIGHTS C (1)	41.8	37.7	32.8	--	--	*36.3	--	61	44	0	5	8.8
SPRING ARBOR C (1)	39.6	34.8	30.7	26.9	--	*34.3	--	62	40	56	0	8.3
WALSH C OF ACCOUNTANCY & BUS ADMIN (1)	+	55.0	51.6	--	--	*54.1	-4.2	15	27	0	0	24.5
DOCTORAL												
ANDREWS U (1)	30.9	31.2	30.5	--	--	*30.9	--	33	45	21	86	10.1

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
CALVIN THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF DETROIT MERCY (1)	59.9	51.0	36.8	29.4	+	*47.8	--	238	37	61	20	11.6
WESTERN THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--

MINNESOTA

Public Institutions

AA

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
ALEXANDRIA TECH C (1)	--	--	--	--	42.5	42.5	--	70	30	0	0	10.9
ANOKA-HENNEPIN TECH C (1)	--	--	--	--	61.9	61.9	57.3	59	37	0	0	14.1
ANOKA-RAMSEY CC (1)	--	--	--	--	49.1	49.1	4.3	82	44	0	0	13.5
CAMBRIDGE CC-CAMPUS OF ANOKA-RAMSEY (1)	--	--	--	--	--	--	--	--	--	--	--	--
CENTRAL LAKES C-BRAINERD (1)	--	--	--	--	40.9	40.9	-6.5	117	33	0	0	11.4
CENTRAL LAKES C-STAPLES TECH CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
CENTURY COMMUNITY & TECH C (1)	--	--	--	--	46.5	46.5	13.8	108	40	0	0	13.1
DAKOTA COUNTY TECH C (1)	--	--	--	--	39.0	39.0	-0.9	74	47	0	0	10.0
FERGUS FALLS CC (1)	--	--	--	--	42.8	42.8	4.6	31	52	0	0	12.8
HENNEPIN TECH C (1)	--	--	--	--	54.2	54.2	29.3	150	34	0	0	12.2
HIBBING CC (1)	--	--	--	--	46.2	46.2	1.1	37	41	0	0	13.4
HUTCHINSON/WILLMAR REGIONAL TECH C-HUTCHINSON (1)	--	--	--	--	--	--	--	--	--	--	--	--
INVER HILLS CC (1)	--	--	--	--	49.1	49.1	4.1	71	45	0	0	13.3
ITASCA CC (1)	--	--	--	--	49.2	49.2	8.7	32	41	0	0	15.5
MESABI RANGE COMMUNITY & TECH C (1)	--	--	--	--	--	--	--	--	--	--	--	--
MESABI RANGE COMMUNITY & TECH C (1)	--	--	--	--	44.8	44.8	3.1	55	35	0	0	14.1
MINNEAPOLIS COMMUNITY & TECH C (1)	--	--	--	--	45.5	45.5	3.1	159	50	0	0	11.5
MINNESOTA WEST COMMUNITY & TECH C (1)	--	--	--	--	--	--	--	--	--	--	--	--
MINNESOTA WEST COMMUNITY & TECH C (1)	--	--	--	--	--	--	--	--	--	--	--	--
MINNESOTA WEST COMMUNITY & TECH C (1)	--	--	--	--	53.4	53.4	46.1	77	22	0	0	14.0
MINNESOTA WEST COMMUNITY & TECH C (1)	--	--	--	--	--	--	--	--	--	--	--	--
MINNESOTA WEST COMMUNITY & TECH C (1)	--	--	--	--	46.6	46.6	3.7	27	41	0	0	13.4
NORMANDALE CC (1)	--	--	--	--	50.7	50.7	4.1	144	49	0	0	13.8
NORTH HENNEPIN CC (1)	--	--	--	--	47.7	47.7	3.9	87	49	0	0	13.1
NORTHLAND COMMUNITY & TECH C (1)	--	--	--	--	40.8	40.8	-9.3	53	25	0	0	11.3
NORTHWEST TECH C (1)	--	--	--	--	36.5	36.5	-5.2	143	43	0	0	9.8
NORTHWEST TECH C-DETROIT LAKES (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHWEST TECH C-EAST GRAND FORKS (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHWEST TECH C-MOORHEAD (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTHWEST TECH C-WADENA (1)	--	--	--	--	--	--	--	--	--	--	--	--
PINE TECH C (1)	--	--	--	--	35.0	35.0	-5.5	8	50	0	0	--
RAINY RIVER CC (1)	--	--	--	--	45.7	45.7	5.2	19	42	0	0	14.1
RED WING/WINONA TECH C-RED WING (1)	--	--	--	--	--	--	--	--	--	--	--	--
RED WING/WINONA TECH C-WINONA (1)	--	--	--	--	41.7	41.7	1.7	45	42	0	0	11.1
RIDGEWATER C-A COMMUNITY & TECH COLL (1)	--	--	--	--	40.0	40.0	5.9	108	30	0	0	10.9
RIVERLAND CC (1)	--	--	--	--	40.4	40.4	-7.7	84	38	0	0	12.0
RIVERLAND CC-ALBERT LEA (1)	--	--	--	--	--	--	--	--	--	--	--	--
ROCHESTER COMMUNITY & TECH C (1)	--	--	--	--	45.4	45.4	-0.3	104	52	0	0	12.5
SAINT CLOUD TECH C (1)	--	--	--	--	39.2	39.2	-0.8	45	27	0	0	10.1
SOUTH CENTRAL TECH C-FARIBAULT (1)	--	--	--	--	--	--	--	--	--	--	--	--
SOUTH CENTRAL TECH C-MANKATO (1)	--	--	--	--	39.2	39.2	--	90	28	0	0	--
ST PAUL TECH C (1)	--	--	--	--	45.5	45.5	-0.3	95	41	0	0	11.3

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VERMILION CC (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
U OF MINNESOTA-CROOKSTON (1)	+	46.4	40.2	--	--	*43.2	4.1	27	26	100	18	13.9
U OF MINNESOTA-MORRIS (1)	58.1	42.9	36.4	31.2	--	41.9	2.1	115	37	48	0	13.9
BA+												
BEMIDJI STATE U (1)	54.1	34.1	37.5	28.3	--	44.2	-0.1	187	30	70	2	12.2
MANKATO STATE U (1)	57.0	48.1	40.6	27.6	--	50.1	--	413	31	76	0	13.6
METROPOLITAN STATE U (1)	56.0	47.0	41.3	--	--	*47.1	--	74	46	54	0	11.9
MOORHEAD STATE U (1)	56.1	45.1	38.7	28.1	--	*47.6	--	264	33	78	0	13.5
SAINT CLOUD STATE U (1)	55.6	45.7	39.9	30.0	--	*49.6	--	518	34	73	0	12.6
SOUTHWEST STATE U (1)	57.9	43.7	37.6	--	--	48.0	-1.2	103	33	71	0	15.1
WINONA STATE U (1)	55.5	45.9	38.6	28.0	--	46.7	-0.5	277	41	62	0	11.6
DOCTORAL												
U OF MINNESOTA TWIN CITIES (1)	76.1	52.8	45.7	36.6	--	*64.5	--	1,194	24	83	19	17.8
U OF MINNESOTA-DULUTH (1)	63.4	50.7	41.6	27.7	--	50.9	-0.3	306	32	73	8	16.5
Independent Institutions												
AA												
BETHANY LUTHERAN C (1)	--	--	--	--	34.4	34.4	--	20	15	55	0	--
C OF SAINT CATHERINE-MINNEAPOLIS (1)	+	+	37.6	29.3	--	*36.7	-0.3	45	91	18	15	7.7
NEI C OF TECHNOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
CARLETON C (1)	71.6	55.2	43.8	36.8	--	59.6	--	166	36	67	0	14.8
C OF SAINT BENEDICT (1)	50.8	45.2	36.5	32.4	--	*42.6	--	130	63	61	0	9.4
C OF VISUAL ARTS (1)	+	+	32.7	--	--	*32.7	5.2	8	50	0	27	--
CONCORDIA C AT MOORHEAD (1)	56.0	44.7	37.7	32.8	--	43.7	3.1	170	39	60	2	9.1
GUSTAVUS ADOLPHUS C (1)	55.5	45.7	38.9	33.7	--	*46.4	--	164	35	66	0	10.2
MINNESOTA BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
NAES-TWIN CITIES (3)	--	--	--	--	--	--	--	--	--	--	--	--
NORTH CENTRAL BIBLE C (1)	40.2	36.7	26.4	--	+	*34.0	3.8	33	30	0	8	--
NORTHWESTERN C (1)	41.7	36.4	34.0	--	--	*36.8	--	56	20	0	2	9.0
OAK HILLS BIBLE C (1)	--	--	--	--	+	+	16.3	3	33	0	67	3.6
PILLSBURY BAPTIST BIBLE C (1)	--	23.7	20.8	16.8	--	19.5	-7.6	19	16	0	0	4.9
SAINT OLAF C (1)	55.5	44.4	36.6	34.5	--	44.9	-3.4	238	33	69	0	9.5
BA+												
AUGSBURG C (1)	47.0	38.7	33.7	--	--	*38.8	--	127	48	60	0	11.2
BETHEL C (1)	47.6	40.2	35.2	36.1	--	*42.6	--	115	35	65	0	12.5
C OF SAINT CATHERINE-ST. CATHERINE CAMPUS (1)	49.2	40.8	33.2	24.6	--	*38.9	--	135	75	55	0	7.7
C OF SAINT SCHOLASTICA (1)	45.0	40.6	36.6	33.1	+	*38.5	3.9	99	56	46	12	10.2
CONCORDIA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
CROWN C (1)	15.8	12.0	17.7	9.3	--	*14.9	-8.8	27	15	33	0	21.1
HAMLINE U (1)	60.9	47.7	34.6	35.6	--	*50.1	--	128	45	64	15	11.5
MACALESTER C (1)	72.4	55.4	44.7	35.5	--	57.5	--	141	37	59	0	12.8
MINNEAPOLIS C OF ART & DESIGN (1)	49.2	41.3	35.6	--	+	*44.0	--	31	39	100	0	8.6
SAINT JOHNS U (1)	56.0	44.6	37.1	31.6	--	*45.1	--	132	23	67	0	11.5
SAINT MARYS U OF MINNESOTA (1)	52.7	43.5	33.6	27.5	--	*41.8	--	92	24	52	0	9.4
DOCTORAL												
BETHEL THEOL SEM (1)	49.5	+	+	--	--	*49.5	5.1	17	6	76	0	10.3
LUTHER SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene. ($)
UNITED THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF ST THOMAS (1)	62.4	47.6	40.2	35.7	--	46.3	4.0	299	34	69	0	11.9
MISSISSIPPI												
Public Institutions												
AA												
COAHOMA CC (1)	--	--	--	--	28.4	28.4	-3.6	22	77	0	51	12.9
COPIAH-LINCOLN CC-NATCHEZ CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
COPIAH-LINCOLN JR C (1)	--	--	--	--	34.7	34.7	-3.6	82	50	0	0	8.7
EAST CENTRAL CC (1)	--	--	--	--	27.3	27.3	0.0	64	56	0	11	--
EAST MISSISSIPPI CC (1)	--	--	--	--	32.8	32.8	3.6	49	47	0	26	7.8
EAST MISSISSIPPI CC-GOLDEN TRIANGLE (1)	--	--	--	--	--	--	--	--	--	--	--	--
HINDS CC-JACKSON CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
HINDS CC-RANKIN CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
HINDS CC-RAYMOND CAMPUS (1)	--	--	--	--	35.1	35.1	2.7	361	61	0	4	8.7
HINDS CC-UTICA CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
HINDS CC-VICKSBURG-WARREN COUNTY (1)	--	--	--	--	--	--	--	--	--	--	--	--
HOLMES CC (1)	--	--	--	--	32.4	32.4	0.6	73	70	0	32	7.7
ITAWAMBA CC (1)	--	--	--	--	35.4	35.4	-2.6	77	60	0	45	--
JONES COUNTY JR C (1)	--	--	--	--	42.6	42.6	-0.7	146	55	0	17	9.9
MERIDIAN CC (1)	--	--	--	--	36.3	36.3	8.4	67	70	0	42	6.5
MISSISSIPPI DELTA CC (1)	--	--	--	--	37.2	37.2	-0.6	92	63	0	16	8.2
MISSISSIPPI GULF COAST CC (1)	--	--	--	--	37.4	37.4	3.1	297	57	0	15	8.3
NORTHEAST MISSISSIPPI CC (1)	--	--	--	--	39.9	39.9	2.7	96	72	0	24	7.4
NORTHWEST MISSISSIPPI CC (1)	--	--	--	--	37.9	37.9	-1.0	137	64	0	19	8.6
PEARL RIVER CC (1)	--	--	--	--	33.6	33.6	0.9	101	65	0	19	7.7
PEARL RIVER CC-FORREST COUNTY CTR (1)	--	--	--	--	--	--	--	--	--	--	--	--
SOUTHWEST MISSISSIPPI CC (1)	--	--	--	--	39.1	39.1	6.0	47	70	0	20	8.5
BA+												
ALCORN STATE U (1)	45.7	40.2	37.9	27.2	--	*36.1	--	137	48	30	15	9.2
MISSISSIPPI U FOR WOMEN (1)	45.1	37.4	35.3	30.8	--	36.5	1.0	97	56	35	18	8.3
MISSISSIPPI VALLEY STATE U (1)	43.7	38.2	37.0	29.0	--	37.5	2.4	116	30	29	2	10.1
DOCTORAL												
DELTA STATE U (1)	46.6	40.0	36.8	30.0	--	39.8	-0.7	167	40	43	13	8.7
JACKSON STATE U (1)	48.9	43.2	37.9	29.0	--	39.7	1.6	264	41	41	14	8.8
MISSISSIPPI STATE U (1)	58.2	46.4	41.4	25.6	--	44.4	-0.4	500	32	56	40	8.1
U OF MISSISSIPPI MAIN CAMPUS (1)	60.5	47.7	39.8	26.7	--	*46.4	--	386	29	56	19	9.9
U OF MISSISSIPPI MED CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF SOUTHERN MISSISSIPPI (1)	61.5	47.5	39.9	31.3	--	47.2	-0.8	548	35	49	8	10.2
Independent Institutions												
AA												
MARY HOLMES C (4)	--	--	--	--	--	+	--	10	--	--	--	--
WOOD C (1)	24.2	+	21.0	19.4	+	*21.6	4.5	20	70	55	0	4.4
BA												
BELHAVEN C (1)	38.8	33.0	32.5	--	--	*34.3	--	36	33	22	0	7.4
BLUE MOUNTAIN C (1)	32.7	31.8	23.6	--	--	*31.0	5.9	26	58	19	0	6.2
RUST C (1)	33.7	30.5	26.7	23.4	--	27.3	--	56	38	0	3	--
SOUTHEASTERN BAPTIST C (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene. ($)
TOUGALOO C (1)	32.8	28.8	26.4	14.8	26.3	*26.8	--	68	43	46	0	6.7
WESLEY C (1)	--	--	+	--	--	+	--	3	33	0	0	1.5
BA+												
MILLSAPS C (1)	54.9	42.6	36.6	--	--	*43.3	--	91	38	56	0	9.5
MISSISSIPPI C (1)	53.6	42.6	35.8	28.0	--	*42.3	--	131	46	51	12	7.5
WILLIAM CAREY C (1)	38.3	33.3	31.2	25.6	--	33.2	--	39	44	23	51	7.4
DOCTORAL												
REFORMED THEOL SEM (1)	59.8	58.2	47.3	--	--	56.3	2.2	30	0	0	0	12.8

MISSOURI

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene. ($)
AA												
CROWDER C (1)	--	--	--	--	26.7	26.7	4.0	38	53	0	37	5.0
EAST CENTRAL C (1)	--	--	--	--	36.6	36.6	4.5	56	36	75	3	9.2
JEFFERSON C (1)	39.5	32.2	30.4	28.2	--	35.9	-1.3	84	43	74	5	6.4
LONGVIEW CC (1)	--	--	--	--	39.8	39.8	3.2	92	41	79	3	9.5
MAPLE WOODS CC (1)	--	--	--	--	43.9	43.9	4.6	48	38	79	6	9.8
MINERAL AREA C (1)	--	--	--	--	34.5	34.5	-0.5	43	49	0	16	6.4
MOBERLY AREA CC (1)	--	--	--	--	31.3	31.3	7.2	34	59	15	11	5.4
NORTH CENTRAL MISSOURI C (1)	--	--	--	--	26.3	26.3	-19	25	64	72	24	5.2
OZARKS TECH CC (1)	--	--	--	--	33.2	33.2	5.8	42	48	0	22	6.9
PENN VALLEY CC (1)	--	--	--	--	39.0	39.0	1.8	77	61	83	13	9.1
SAINT LOUIS CC-FLORISSANT VALLEY (1)	57.1	50.0	41.5	35.2	--	*51.2	--	122	40	0	0	9.3
SAINT LOUIS CC-FOREST PARK (1)	56.5	49.2	41.1	36.7	--	48.5	5.3	113	53	0	0	8.9
SAINT LOUIS CC-MERAMEC (1)	56.4	48.9	40.8	35.7	--	49.1	4.1	182	46	0	0	8.9
SOUTHWEST MISSOURI STATE U-WEST PLAINS (1)	+	+	32.4	28.0	--	*30.8	--	21	57	57	5	7.5
ST CHARLES COUNTY CC (1)	43.5	38.5	32.1	28.6	--	*36.8	--	59	53	0	3	6.8
STATE FAIR CC (1)	--	--	--	33.2	--	*33.2	-1.7	47	45	0	11	5.3
THREE RIVERS CC (1)	--	--	--	--	31.6	31.6	5.5	54	44	61	0	6.1
BA												
HARRIS-STOWE STATE C (1)	48.0	41.0	34.8	31.7	--	38.8	0.3	46	54	46	0	--
MISSOURI SOUTHERN STATE C (1)	54.1	43.2	37.9	32.3	--	42.4	5.3	188	28	61	4	9.9
MISSOURI WESTERN STATE C (1)	53.6	44.3	37.7	25.4	--	*42.4	--	175	34	54	1	10.0
BA+												
CENTRAL MISSOURI STATE U (1)	56.9	48.6	41.4	30.4	--	47.6	4.7	402	35	64	7	11.0
LINCOLN U (1)	55.1	43.7	36.0	30.4	--	40.8	22.4	106	42	38	20	9.2
NORTHWEST MISSOURI STATE U (1)	55.4	43.5	37.3	28.7	--	*41.8	--	227	34	40	2	9.7
SOUTHEAST MISSOURI STATE U (1)	56.0	47.1	39.0	29.6	26.1	*46.1	--	371	36	65	1	10.6
SOUTHWEST MISSOURI STATE U (1)	57.4	46.7	38.0	26.2	+	*46.2	4.9	609	31	72	8	10.0
TRUMAN STATE U (1)	55.3	45.7	37.0	31.9	--	42.9	4.9	341	33	50	2	10.3
DOCTORAL												
U OF MISSOURI-COLUMBIA (1)	73.0	54.6	46.8	37.2	--	58.6	4.9	668	26	66	27	11.1
U OF MISSOURI-KANSAS CITY (1)	69.2	50.9	42.5	37.2	--	*55.7	--	314	29	75	32	10.6
U OF MISSOURI-ROLLA (1)	77.5	59.3	48.6	31.3	--	*64.4	--	249	9	78	8	12.2
U OF MISSOURI-ST LOUIS (1)	64.8	50.1	43.4	42.0	--	51.8	3.0	298	40	61	14	10.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Independent Institutions												
AA												
BURGE SCHL OF NURSING OF THE LESTER E COX MED CT (3)	--	--	--	--	--	--	--	--	--	--	--	--
COTTEY C (1)	45.7	37.4	31.6	--	--	38.0	--	32	59	59	0	8.6
KEMPER MILITARY SCHL & C (4)	--	--	--	--	--	+	--	21	--	--	--	--
RANKEN TECH C (1)	--	--	--	--	--	--	--	0	--	--	100	--
ST JOHNS REGNL HLTH CTR-SCHL OF RAD TECH (1)	--	--	--	--	--	--	--	0	--	--	100	--
WENTWORTH MILITARY ACAD (3)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
CENTRAL BIBLE C (1)	40.6	34.6	30.1	24.6	--	*31.9	0.8	38	32	0	0	5.4
CENTRAL CHRISTIAN C OF THE BIBLE (1)	29.3	--	+	--	--	*29.3	--	5	0	0	0	6.6
C OF THE OZARKS (1)	49.2	42.6	37.6	--	--	*43.2	--	80	26	58	0	9.6
CONCEPTION SEM C (1)	--	--	--	--	32.5	32.5	15.4	4	0	0	0	6.2
CULVER-STOCKTON C (1)	41.5	36.9	32.5	--	--	*36.1	--	52	21	50	0	6.9
DEACONESS C OF NURSING (1)	--	35.9	36.2	29.2	--	34.0	2.8	19	100	0	0	1.6
HANNIBAL-LAGRANGE C (1)	34.5	30.9	26.5	25.1	--	*28.0	--	39	49	0	0	7.8
KANSAS CITY ART INST (1)	49.5	43.5	34.8	30.6	--	*42.1	0.5	48	33	60	0	--
MISSOURI BAPTIST C (1)	+	33.0	30.4	27.6	--	*29.8	3.5	23	39	0	34	6.9
MISSOURI VALLEY C (1)	37.3	34.6	30.1	--	--	*33.2	--	39	41	3	28	5.5
OZARK CHRISTIAN C (1)	--	--	--	--	32.4	*32.4	--	20	10	0	0	--
RESEARCH C OF NURSING (1)	--	49.3	39.3	35.9	--	39.4	--	33	100	0	0	4.5
SAINT LOUIS CHRISTIAN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
STEPHENS C (1)	--	--	--	--	30.0	30.0	2.5	53	58	58	2	--
WESTMINSTER C (1)	47.1	42.4	32.8	--	--	*41.4	0.9	45	27	71	0	--
WILLIAM JEWELL C (1)	48.6	38.5	35.3	27.4	--	*41.9	--	81	41	74	4	10.7
BA+												
ASSEMBLIES OF GOD THEOL SEM (1)	43.1	+	--	--	--	*43.1	--	8	0	75	0	8.0
AVILA C (1)	42.5	40.3	33.7	31.6	--	*36.4	4.5	55	67	0	0	--
BAPTIST BIBLE C (1)	40.2	33.7	--	26.7	--	32.3	--	31	48	84	0	4.8
CALVARY BIBLE C (1)	--	--	--	--	--	+	--	1	100	0	93	2.6
CENTRAL METHODIST C (1)	43.2	32.7	28.8	--	--	*34.2	9.7	53	45	55	4	6.3
COLUMBIA C (1)	44.2	36.0	33.4	29.6	--	*36.0	--	52	33	62	0	7.5
DRURY C (1)	49.4	43.2	37.2	33.9	--	*41.6	0.8	88	31	47	3	8.5
FONTBONNE C (1)	46.3	40.2	31.4	29.0	--	*36.1	--	43	58	49	0	--
LINDENWOOD C (1)	48.0	42.0	34.3	--	--	39.3	6.9	57	44	0	50	5.5
MARYVILLE U OF SAINT LOUIS (1)	50.3	41.5	34.3	--	--	*41.1	--	78	58	45	8	10.0
PARK C (1)	43.0	38.6	29.9	--	--	*34.9	--	44	39	43	14	--
ROCKHURST C (1)	54.2	45.6	36.9	24.6	--	*43.7	3.6	101	34	67	6	8.7
SOUTHWEST BAPTIST U (1)	41.2	33.4	31.1	26.8	--	*33.1	--	72	39	68	27	8.2
ST LOUIS C OF PHARMACY (1)	54.8	49.0	43.5	--	--	*48.8	--	22	45	55	60	8.2
WILLIAM WOODS U (1)	44.1	38.1	33.1	30.5	--	*36.2	--	50	54	26	2	--
DOCTORAL												
AQUINAS INST OF THEOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
CONCORDIA SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
COVENANT THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
EDEN THEOL SEM (1)	+	--	--	--	--	+	--	2	0	100	83	8.9
MIDWESTERN BAPTIST THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
NAZARENE THEOL SEM (1)	34.9	+	--	--	--	*34.9	--	14	0	57	18	25.8

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene. ($)
SAINT LOUIS U-MAIN CAMPUS (1)	76.4	51.8	43.4	31.8	--	57.2	9.4	332	24	64	27	11.0
SAINT PAUL SCHL OF THEOLOGY (1)	53.5	43.4	35.9	--	--	*44.3	1.8	14	36	57	7	7.7
WASHINGTON U (1)	83.0	57.0	52.8	34.6	--	*65.3	--	546	27	65	15	13.8
WEBSTER U (1)	55.7	42.6	36.2	42.0	+	*45.2	6.3	109	54	66	17	10.6
MONTANA												
Public Institutions												
AA												
DAWSON CC (1)	--	--	--	--	29.5	29.5	2.0	22	41	55	0	9.3
FLATHEAD VALLEY CC (1)	--	--	--	--	36.4	36.4	3.5	38	29	61	0	7.9
FLATHEAD VALLEY CC-LINCOLN COUNTY (3)	--	--	--	--	--	--	--	--	--	--	--	--
FORT BELKNAP C (1)	--	--	--	--	18.1	18.1	-11	7	57	0	13	5.1
FORT PECK CC (1)	--	--	--	29.0	--	29.0	--	21	38	0	0	7.4
HELENA C OF TECHNOLOGY OF U OF MT (1)	--	--	--	--	33.7	33.7	0.9	29	38	66	0	--
LITTLE BIG HORN C (3)	--	--	--	--	--	--	--	--	--	--	--	--
MILES CC (1)	--	--	--	--	30.9	30.9	5.1	21	57	0	5	11.1
MISSOULA VOCATIONAL TECH CTR (1)	--	--	--	--	--	--	--	--	--	--	--	--
MONT STATE U COLL OF TECHN-GREAT FALLS (1)	--	--	--	--	35.6	35.6	5.1	13	62	38	62	8.2
MONTANA STATE U-BILLINGS C OF TECH (1)	--	--	--	--	30.8	30.8	6.2	26	31	50	0	7.6
MONTANA TECH-C OF TECHNOLOGY (1)	--	--	--	--	--	--	--	--	--	--	--	--
STONE CHILD C (1)	--	--	--	--	26.5	26.5	-12	9	44	0	0	2.7
BA												
WESTERN MONTANA C-U OF MONTANA (1)	42.1	34.5	32.5	27.5	--	*34.3	1.0	50	40	36	0	8.0
BA+												
MONTANA STATE U-BILLINGS (1)	48.3	39.4	33.2	26.5	--	*39.3	--	142	36	50	0	9.0
MONTANA STATE U-NORTHERN (1)	46.1	39.1	34.4	--	--	*37.9	6.0	72	22	56	1	8.7
MONTANA TECH OF THE U OF MONTANA (1)	52.2	43.7	34.7	32.7	--	*43.5	--	103	25	69	0	9.7
DOCTORAL												
MONTANA STATE U-BOZEMAN (1)	56.2	45.6	39.2	30.1	--	45.5	5.7	405	32	55	12	9.5
THE U OF MONTANA-MISSOULA (1)	53.1	42.5	36.4	33.0	--	44.7	5.3	420	30	60	5	9.2
Independent Institutions												
AA												
BLACKFEET CC (1)	--	--	--	--	26.4	26.4	--	11	45	0	0	5.3
DULL KNIFE MEMORIAL C (1)	--	--	--	--	25.8	*25.8	--	7	29	0	0	7.2
BA												
CARROLL C (1)	42.1	37.2	30.9	--	--	*35.6	--	66	39	58	0	7.7
ROCKY MOUNTAIN C (1)	38.9	30.9	28.6	--	--	*32.8	--	43	30	72	0	5.9
SALISH KOOTENAI C (1)	--	--	--	--	30.9	30.9	4.4	22	55	0	46	7.3
BA+												
U OF GREAT FALLS (1)	42.1	36.8	30.2	--	--	*36.1	--	49	29	53	0	8.2
NEBRASKA												
Public Institutions												
AA												
CENTRAL CC AREA (1)	--	--	--	--	34.1	34.1	21.8	134	47	0	0	10.4
MCCOOK CC (1)	--	--	--	--	34.5	34.5	4.3	25	32	88	7	10.9
METROPOLITAN CC AREA (1)	--	--	--	--	36.5	36.5	6.8	134	44	0	6	10.3
MID PLAINS CC (1)	--	--	--	--	35.5	35.5	-0.6	33	27	79	39	11.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene ($)
NEBRASKA C OF TECH AGRICULTURE (1)	--	+	+	--	--	+	10.5	5	100	0	72	7.2
NEBRASKA INDIAN CC (1)	--	--	--	--	25.0	25.0	--	3	100	100	50	--
NORTHEAST CC (1)	--	--	--	--	32.9	32.9	0.3	93	29	0	0	11.6
SOUTHEAST CC AREA (1)	--	--	--	--	32.0	32.0	3.4	26	54	0	89	10.9
WESTERN NEBRASKA CC (1)	--	--	--	--	33.7	33.7	3.9	65	34	0	4	11.9
BA+												
CHADRON STATE C (1)	51.6	41.7	34.8	26.5	--	*39.9	--	102	25	48	0	9.3
PERU STATE C (1)	50.6	36.4	31.5	28.6	--	*36.3	--	43	23	51	7	8.6
U OF NEBRASKA AT KEARNEY (1)	56.3	45.6	38.9	28.5	--	*44.1	--	317	32	63	0	9.8
WAYNE STATE C (1)	50.8	42.4	34.4	27.8	--	*41.5	--	124	39	58	6	9.6
DOCTORAL												
U OF NEBRASKA AT LINCOLN (1)	73.0	50.6	43.6	22.7	--	56.2	2.8	738	25	71	33	11.5
U OF NEBRASKA AT OMAHA (1)	58.0	50.0	40.3	30.2	--	*49.2	--	413	30	70	2	10.3
U OF NEBRASKA MED CTR (1)	+	40.9	39.1	32.1	--	*38.8	3.6	75	96	25	57	8.7
Independent Institutions												
BA												
C OF SAINT MARY (1)	46.9	40.2	34.4	--	--	*38.6	1.1	36	75	0	0	6.3
DANA C (1)	40.1	34.8	30.6	30.7	--	*34.1	3.7	42	40	62	0	8.6
MIDLAND LUTHERAN C (1)	44.1	--	30.4	26.6	--	*33.1	--	55	40	55	0	7.2
NEBRASKA CHRISTIAN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
NB METHODIST C OF NURSING & ALLIED HLT (1)	--	42.3	37.8	--	--	*39.2	6.8	25	96	0	11	3.9
UNION C (1)	34.2	32.9	31.9	--	--	33.1	--	29	24	28	31	7.8
YORK C (1)	+	29.6	24.2	--	--	*26.9	--	29	10	28	0	5.1
BA+												
BELLEVUE U (1)	41.7	36.8	30.0	--	--	*34.1	--	35	37	0	35	6.4
BRYAN MEMORIAL HOSP SCHL OF NURSE ANESTHESIA (1)	--	--	--	--	--	--	--	0	--	--	100	--
CLARKSON C (1)	--	+	+	35.5	--	*35.5	-1.4	11	91	0	68	6.3
CONCORDIA TEACHERS C (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOANE C (1)	47.9	40.8	36.4	--	--	*40.7	--	62	39	45	0	7.9
GRACE U (1)	+	33.5	30.0	--	--	*32.0	--	11	0	0	21	7.1
HASTINGS C (1)	46.5	39.5	33.7	32.3	--	*38.8	--	68	22	66	0	8.3
NEBRASKA WESLEYAN U (1)	48.7	40.5	34.1	--	--	*41.5	--	86	34	62	3	8.6
DOCTORAL												
CREIGHTON U (1)	70.7	48.9	36.6	29.9	+	*47.7	--	261	34	62	30	10.3

NEVADA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene ($)
AA												
CC OF SOUTHERN NEVADA (1)	49.5	--	--	36.9	--	44.4	1.9	212	40	60	5	5.8
GREAT BASIN C (1)	41.5	--	--	--	--	41.5	9.6	35	40	54	5	7.6
TRUCKEE MEADOWS CC (1)	50.2	--	--	39.2	--	47.1	8.3	92	40	72	1	9.6
WESTERN NEVADA CC (1)	--	--	--	--	44.7	44.7	0.8	81	49	60	1	8.9
DOCTORAL												
U OF NEVADA-LAS VEGAS (1)	69.5	54.0	44.3	34.1	--	*52.7	--	578	30	59	5	9.6
U OF NEVADA-RENO (1)	74.9	55.4	45.1	37.3	--	*59.1	--	387	28	67	10	9.4

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Independent Institutions												
AA												
DEEP SPRINGS C (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
SIERRA NEVADA C (1)	+	38.0	+	--	--	*38.0	27.8	9	11	0	25	7.2

NEW HAMPSHIRE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Public Institutions												
AA												
NEW HAMPSHIRE COMM TECH C-BERLIN (4)	--	--	--	--	--	+	--	27	--	--	--	--
NEW HAMPSHIRE COMMTECH C-CLAREMONT (1)	37.8	32.3	30.4	--	--	*34.0	-1.2	26	73	0	30	13.3
NEW HAMPSHIRE COMM TECH C-MANCHESTER (1)	44.9	32.7	+	--	--	*41.8	--	37	41	0	12	16.3
NEW HAMPSHIRE COMM TECH C-STRATHAM (1)	37.7	+	+	--	--	*37.7	0.4	23	61	0	23	13.9
NEW HAMPSHIRE COMM TECH C-LACONIA (1)	37.8	+	29.8	--	--	*34.1	1.0	19	26	0	41	13.2
NEW HAMPSHIRE TECH C AT NASHUA (1)	37.6	+	30.0	--	--	*35.0	3.3	27	41	0	13	13.7
NEW HAMPSHIRE TECH INST (1)	37.6	30.9	+	--	--	*36.2	--	68	57	0	24	14.2
BA												
U OF NEW HAMPSHIRE-MANCHESTER (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
KEENE STATE C (1)	57.5	45.8	38.4	30.5	--	*47.5	--	180	39	74	3	13.9
PLYMOUTH STATE C (1)	58.2	44.3	37.0	32.6	+	*48.1	--	159	29	74	0	13.6
DOCTORAL												
U OF NEW HAMPSHIRE-MAIN CAMPUS (1)	63.8	47.6	39.1	--	--	*51.7	--	582	31	78	4	14.1
Independent Institutions												
AA												
CASTLE C (1)	--	--	--	--	24.5	24.5	--	6	100	0	25	3.0
WHITE PINES C (1)	--	--	--	--	+	+	--	2	50	0	0	3.0
BA												
COLBY-SAWYER C (1)	46.5	38.1	32.9	--	--	36.8	-2.5	41	49	32	0	8.3
DANIEL WEBSTER C (1)	52.8	41.7	36.6	--	--	*41.2	--	24	13	0	0	--
MAGDALEN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT ANSELM C (1)	48.9	43.2	33.6	31.8	--	40.4	9.2	111	38	66	2	10.2
THOMAS MORE C OF LIBERAL ARTS (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA+												
FRANKLIN PIERCE C (1)	50.2	40.0	33.2	--	--	*42.7	--	67	28	0	0	13.3
FRANKLIN PIERCE LAW CTR (1)	79.3	--	--	--	--	*79.3	--	15	13	93	35	20.2
NEW ENGLAND C (4)	--	--	--	--	--	+	--	48	--	--	--	--
NEW HAMPSHIRE C (1)	56.3	47.7	40.3	22.2	--	*49.4	--	85	28	2	8	12.5
NOTRE DAME C (1)	36.8	33.7	28.3	25.5	--	*30.1	--	36	64	0	0	7.2
RIVIER C (1)	46.3	38.6	39.9	32.4	--	39.8	--	55	58	44	24	7.3
DOCTORAL												
ANTIOCH NEW ENGLAND GRAD SCHL-NH (1)	--	--	--	--	--	--	--	0	--	--	100	--
DARTMOUTH C (1)	86.4	57.6	49.5	--	--	67.8	4.5	370	28	67	0	17.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene. ($)
NEW JERSEY												
Public Institutions												
AA												
ATLANTIC CC (1)	58.2	54.7	41.0	- -	- -	49.0	- -	70	46	71	0	13.2
BERGEN CC (1)	76.4	64.3	47.9	35.1	- -	61.3	6.2	218	48	83	0	15.5
BROOKDALE CC (1)	71.7	55.3	46.1	35.0	- -	56.0	6.2	215	53	86	0	22.6
BURLINGTON COUNTY C (1)	64.0	62.9	53.0	38.3	- -	*58.7	- -	68	35	91	0	15.7
CAMDEN COUNTY C (1)	69.8	64.4	45.3	- -	- -	*54.8	0.4	115	43	77	9	16.6
COUNTY C OF MORRIS (1)	67.1	56.5	48.2	39.6	- -	*58.5	- -	187	44	89	0	16.1
CUMBERLAND COUNTY C (1)	- -	53.0	44.6	34.8	- -	48.0	4.5	39	44	79	5	15.3
ESSEX COUNTY C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
GLOUCESTER COUNTY C (1)	67.7	63.6	60.8	46.5	- -	61.1	4.5	70	36	91	0	17.1
HUDSON COUNTY CC (1)	52.9	49.7	45.2	36.5	- -	*42.1	- -	49	45	55	0	14.1
MERCER COUNTY CC (1)	66.7	56.3	45.5	35.0	- -	56.3	7.7	106	40	90	9	17.6
MIDDLESEX COUNTY C (1)	73.2	62.0	54.1	39.1	- -	*56.9	- -	212	46	76	0	16.4
OCEAN COUNTY C (1)	68.9	58.0	44.0	34.0	- -	51.9	0.1	114	48	88	0	17.5
PASSAIC COUNTY CC (1)	76.2	56.6	43.3	30.9	- -	48.2	6.0	73	64	71	0	13.3
RARITAN VALLEY CC (1)	68.3	57.0	47.8	33.8	- -	54.1	7.1	87	47	80	0	14.3
SALEM CC (1)	+	58.0	42.8	40.1	+	*43.8	3.0	25	52	84	0	- -
SUSSEX COUNTY CC (1)	- -	- -	38.4	29.5	- -	35.7	9.5	39	62	31	0	12.2
UNION COUNTY C (1)	70.7	56.0	42.4	30.8	- -	53.8	- -	177	52	79	0	16.2
WARREN COUNTY CC (1)	+	+	34.5	30.0	- -	*32.1	- -	17	59	47	0	- -
BA+												
JERSEY CITY STATE C (1)	72.8	55.9	44.1	- -	- -	*55.9	- -	248	44	70	0	15.2
KEAN C OF NEW JERSEY (1)	72.6	57.7	47.4	- -	- -	60.2	1.0	350	41	81	0	14.8
MONTCLAIR STATE U (1)	72.6	58.6	45.6	28.2	- -	58.6	-2.0	444	39	76	0	15.7
RAMAPO C OF NEW JERSEY (1)	72.3	58.4	45.3	- -	- -	60.2	0.3	137	33	78	1	8.8
RUTGERS U-CAMDEN (1)	91.7	67.1	50.5	42.0	- -	69.5	- -	191	30	64	11	17.2
THE C OF NEW JERSEY (1)	73.1	59.0	47.2	- -	- -	*58.7	- -	311	37	73	0	17.4
THE RICHARD STOCKTON C OF NEW JERSEY (1)	73.9	56.8	42.5	- -	- -	*56.4	- -	186	39	69	0	14.5
WILLIAM PATERSON C OF NEW JERSEY (1)	72.8	58.5	45.3	37.6	- -	58.9	-0.2	306	40	73	0	12.9
DOCTORAL												
NEW JERSEY INST OF TECHNOLOGY (1)	89.3	70.6	56.6	36.3	63.3	*70.3	- -	313	15	65	12	16.1
ROWAN C OF NEW JERSEY (1)	71.7	57.8	44.2	35.5	- -	*55.4	- -	320	35	68	0	15.0
RUTGERS U-NEW BRUNSWICK (1)	91.0	64.2	48.5	34.0	57.3	*72.0	- -	1,091	28	75	20	17.5
RUTGERS U-NEWARK (1)	98.0	71.1	54.9	53.4	67.8	75.2	- -	369	35	62	12	17.9
U OF MEDICINE & DENTISTRY OF NEW JERSEY (1)	+	51.3	45.6	- -	- -	*47.7	- -	37	86	5	82	15.0
Independent Institutions												
AA												
SAINT FRANCIS MED CTR SCHL OF NURSING (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
BA												
BLOOMFIELD C (1)	54.9	48.6	39.1	36.9	- -	45.8	5.5	54	50	48	0	12.6
TALMUDICAL ACAD-NEW JERSEY (1)	16.3	- -	- -	- -	- -	16.3	0.0	3	0	0	0	17.8
BA+												
CALDWELL C (1)	50.5	43.4	34.9	- -	- -	*40.8	- -	54	56	59	0	7.6
CENTENARY C (1)	+	40.1	33.1	28.4	- -	*34.4	- -	37	62	22	8	9.2
C OF SAINT ELIZABETH (1)	49.8	44.3	36.9	- -	- -	43.1	- -	49	82	49	8	7.0
FELICIAN C (1)	45.4	40.1	35.1	35.3	- -	*37.3	- -	48	65	0	0	7.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
GEORGIAN COURT C (1)	55.6	45.3	38.9	34.1	--	43.7	--	79	66	33	0	8.3
MONMOUTH U (1)	70.1	57.3	43.5	30.6	--	51.9	1.3	173	35	49	0	14.2
NEW BRUNSWICK THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
RIDER U (1)	65.6	59.3	47.5	--	--	*59.5	5.2	189	37	79	14	14.3
SAINT PETERS C (1)	62.4	47.2	35.7	31.6	--	*49.3	9.8	118	34	70	0	11.0
DOCTORAL												
DREW U (1)	69.6	48.6	37.9	34.9	--	*55.4	--	130	42	71	0	12.7
FAIRLEIGH DICKINSON U-ALL CAMPUSES (1)	57.0	48.8	44.8	28.2	--	*50.5	--	215	27	72	19	12.8
PRINCETON THEOL SEM (1)	81.2	55.9	45.7	--	--	69.3	--	45	27	82	0	25.6
PRINCETON U (1)	106.0	62.3	49.2	40.4	--	83.0	6.1	691	23	68	0	18.2
SETON HALL U (1)	79.8	57.5	44.1	33.9	42.1	*59.0	--	336	36	66	1	13.2
STEVENS INST OF TECHNOLOGY (1)	72.5	56.5	49.6	30.8	--	*63.9	--	110	12	66	0	15.1

NEW MEXICO

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
ALBUQUERQUE TECH VOCATIONAL INST (1)	--	--	--	--	24.8	24.8	-5.5	26	73	0	91	6.4
CLOVIS CC (1)	--	--	--	--	31.2	31.2	2.2	41	59	7	16	8.4
EASTERN NEW MEXICO U-ROSWELL CAMPUS (1)	--	--	--	31.9	--	31.9	--	49	57	47	13	8.3
INST OF AMERICAN INDIAN ARTS (1)	37.8	--	--	--	--	37.8	--	10	40	0	0	7.0
NEW MEXICO JR C (1)	35.1	--	--	--	--	35.1	7.1	65	43	0	0	5.2
NEW MEXICO MILITARY INST (1)	43.9	37.7	34.2	29.6	+	*36.3	1.0	61	31	61	13	9.2
NEW MEXICO STATE U-ALAMOGORDO (1)	+	34.2	31.6	28.2	--	*30.1	1.6	45	40	38	0	7.1
NEW MEXICO STATE U-CARLSBAD (1)	40.9	37.2	33.1	30.1	--	*33.9	1.5	26	54	46	0	8.1
NEW MEXICO STATE U-DONA ANA (1)	37.6	35.7	29.5	27.6	--	*30.8	--	42	55	43	29	7.3
NEW MEXICO STATE U-GRANTS (1)	+	+	28.7	--	--	*28.7	2.3	10	50	30	9	7.4
NORTHERN NEW MEXICO CC (1)	--	--	--	--	30.0	30.0	13.3	39	51	28	0	8.7
SAN JUAN C (1)	43.0	39.4	37.4	36.6	--	*37.7	--	63	41	0	0	11.1
SANTA FE CC (1)	--	--	--	--	31.4	31.4	7.3	28	57	0	40	5.7
U OF NEW MEXICO-GALLUP CAMPUS (1)	+	37.2	30.5	29.0	--	*29.6	1.5	59	46	5	6	6.4
U OF NEW MEXICO-LOS ALAMOS CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
U OF NEW MEXICO-VALENCIA COUNTY BRANCH (1)	+	35.9	+	30.6	--	*32.7	3.6	20	50	35	5	7.3
BA+												
EASTERN NEW MEXICO U-MAIN CAMPUS (1)	51.9	40.4	33.3	30.6	--	37.7	-0.1	136	38	43	1	8.9
NEW MEXICO HIGHLANDS U (1)	46.2	38.7	34.1	--	33.9	37.9	--	139	37	47	0	9.2
WESTERN NEW MEXICO U (1)	47.7	37.1	31.0	25.6	--	*37.2	--	84	46	51	5	10.2
DOCTORAL												
NEW MEXICO INST OF MINING & TECHNOLOGY (1)	61.2	46.7	42.2	--	--	*49.6	2.7	101	11	63	6	11.9
NEW MEXICO STATE U-MAIN CAMPUS (1)	57.7	47.5	39.2	25.7	--	46.0	-0.3	461	35	54	23	10.5
U OF NEW MEXICO-MAIN CAMPUS (1)	65.0	48.5	40.6	33.9	--	52.0	2.5	807	36	69	4	10.6

Independent Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA												
NAZARENE INDIAN BIBLE C (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
C OF SANTA FE (1)	42.1	33.0	32.1	--	--	36.7	-2.1	50	32	62	19	4.9
C OF THE SOUTHWEST (1)	--	--	31.4	--	--	31.4	--	15	47	0	0	--
SOUTHWESTERN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
ST JOHN'S C (1)	--	--	--	--	42.8	42.8	-1.0	46	28	61	0	13.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
NEW YORK												
Public Institutions												
AA												
ADIRONDACK CC (1)	49.9	36.6	32.1	--	--	*39.8	--	96	44	85	0	14.3
BROOME CC (1)	58.9	49.6	41.5	32.4	--	*51.5	--	147	38	90	0	14.0
CAYUGA COUNTY CC (1)	55.8	41.7	+	--	--	*54.3	4.7	49	33	91	4	12.3
CLINTON CC (1)	44.6	40.0	28.9	--	--	*36.0	-1.3	47	49	63	0	11.1
COLUMBIA-GREENE CC (1)	53.6	47.4	42.2	27.0	--	44.7	4.6	44	48	80	0	12.9
CORNING CC (1)	55.4	39.2	33.4	28.6	--	*47.6	--	108	36	86	1	11.4
CUNY BOROUGH OF MANHATTAN CC (1)	73.0	55.1	44.1	39.7	--	56.5	-2.3	272	51	64	0	--
CUNY BRONX CC (1)	73.5	60.5	44.7	40.6	--	*56.0	--	197	42	58	0	--
CUNY HOSTOS CC (1)	74.3	59.1	46.5	43.2	--	55.4	0.3	139	50	63	0	--
CUNY KINGSBOROUGH CC (1)	74.6	61.1	47.2	42.8	--	*58.2	--	204	43	66	0	--
CUNY LA GUARDIA CC (1)	71.3	55.0	42.9	41.9	--	55.5	-1.7	240	59	54	0	--
CUNY QUEENSBOROUGH CC (1)	75.8	60.6	48.7	42.5	--	63.9	-1.0	244	38	82	0	--
DUTCHESS CC (1)	55.5	47.0	37.4	30.1	--	44.1	-0.5	125	48	78	0	13.2
ERIE CC-CITY CAMPUS (1)	53.3	47.4	40.5	32.2	--	44.5	6.5	109	46	86	0	10.9
ERIE CC-NORTH CAMPUS (1)	54.6	48.4	40.4	32.0	--	46.9	4.5	187	51	87	0	--
ERIE CC-SOUTH CAMPUS (1)	53.6	47.6	41.2	31.6	--	*47.3	--	104	38	88	0	8.2
FINGER LAKES CC (1)	57.2	44.1	37.5	31.1	--	44.9	5.5	94	46	85	0	11.5
FULTON-MONTGOMERY CC (1)	61.9	53.7	39.9	30.2	--	47.9	--	52	35	77	0	13.4
GENESEE CC (1)	53.8	45.5	37.7	28.4	--	*46.6	--	78	49	0	0	13.4
HERKIMER COUNTY CC (1)	46.8	38.2	33.0	26.9	--	37.1	-0.3	76	39	87	0	11.6
HUDSON VALLEY CC (1)	61.8	50.6	41.0	32.0	--	49.1	4.3	255	46	88	0	12.9
JAMESTOWN CC (1)	49.7	41.3	34.4	--	--	*43.7	--	72	42	97	0	16.9
JAMESTOWN CC-CATTARAUGUS COUNTY (1)	--	--	--	--	--	--	--	--	--	--	--	--
JEFFERSON CC (1)	61.8	45.7	38.1	33.2	--	*42.0	-1.0	72	51	63	0	12.1
MOHAWK VALLEY CC (1)	46.9	39.6	32.1	26.1	--	36.3	-0.6	137	34	82	0	11.6
MOHAWK VALLEY CC ROME BRANCH (1)	--	--	--	--	--	--	--	--	--	--	--	--
MONROE CC (1)	65.2	52.0	41.6	34.8	--	*52.5	--	264	41	81	3	--
MONROE CC-E KENT DAMON CITY CTR (1)	--	--	--	--	--	--	--	--	--	--	--	--
NASSAU CC (1)	77.2	62.5	52.5	40.0	--	62.8	-2.1	525	47	80	0	17.6
NIAGARA COUNTY CC (1)	63.1	53.2	46.9	36.1	--	53.2	3.2	143	45	84	3	16.6
NORTH COUNTRY CC (1)	53.9	50.3	39.2	27.8	--	*42.9	--	32	44	75	6	14.4
NORTH COUNTRY CC-MALONE (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTH COUNTRY CC-TICONDEROGA (1)	--	--	--	--	--	--	--	--	--	--	--	--
ONONDAGA CC (1)	55.6	48.5	41.7	37.0	--	*48.9	--	180	43	86	0	18.6
ORANGE COUNTY CC (1)	58.2	50.6	40.7	34.9	--	47.4	9.4	137	48	91	0	18.4
ROCKLAND CC (1)	65.2	50.3	43.1	36.1	--	*53.6	--	152	53	78	0	15.5
SCHENECTADY COUNTY CC (1)	50.9	36.8	29.5	--	--	*42.5	--	58	47	0	0	12.7
SUFFOLK COUNTY CC-AMMERMAN CAMPUS (1)	71.2	54.6	42.7	42.3	--	*65.1	--	235	40	92	0	18.5
SUFFOLK COUNTY CC-EASTERN CAMPUS (1)	68.2	50.6	44.5	--	--	*56.9	--	39	41	79	0	17.5
SUFFOLK COUNTY CC-WESTERN CAMPUS (1)	67.8	51.2	45.4	40.6	--	*58.9	--	88	42	76	0	17.7
SULLIVAN COUNTY CC (1)	48.0	38.9	33.2	--	--	*42.4	--	49	39	86	0	12.9
SUNY C OF AGRIC & TECHN AT MORRISVILLE (1)	50.3	39.3	34.9	30.9	--	40.1	-1.1	98	38	66	3	11.3
SUNY C OF TECHNOLOGY AT CANTON (1)	49.3	40.8	37.1	31.6	--	*43.6	--	73	27	81	0	12.1
SUNY C OF TECHNOLOGY AT DELHI (1)	49.1	40.0	32.7	28.7	--	40.2	1.5	96	24	72	0	11.9
SUNY ULSTER COUNTY CC (1)	58.6	48.1	43.5	37.0	--	51.4	7.3	60	40	92	0	16.2

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
SUNY WESTCHESTER CC (1)	73.6	65.7	56.4	--	--	64.7	1.3	159	42	91	0	21.4
TOMPKINS-CORTLAND CC (1)	49.9	38.5	35.4	--	--	*46.1	5.4	60	50	95	0	14.1
BA												
CUNY MEDGAR EVERS C (1)	73.9	59.1	49.2	43.6	--	56.6	-0.4	117	49	58	0	--
CUNY NEW YORK CITY TECH C (1)	74.2	60.1	50.9	46.9	--	60.4	-0.9	263	41	77	0	--
CUNY YORK C (1)	75.4	62.8	48.8	46.1	--	*61.0	-0.5	130	42	70	0	--
SUNY C AT OLD WESTBURY (1)	62.0	48.4	37.7	33.8	--	*48.5	--	109	49	71	1	13.5
SUNY C OF AGRIC & TECHN AT COBLESKILL (1)	49.5	40.9	36.0	27.6	--	*42.4	--	114	34	81	7	12.1
SUNY C OF TECHNOLOGY AT ALFRED (1)	52.7	44.1	32.9	28.0	--	*42.4	--	133	22	62	1	12.6
SUNY C OF TECHNOLOGY AT FARMINGDALE (1)	64.7	54.6	42.0	36.6	--	53.6	-0.5	178	37	70	2	14.6
U.S. MERCHANT MARINE ACAD (3)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
CUNY BERNARD M BARUCH C (1)	75.5	60.7	52.6	48.9	--	64.1	--	404	33	74	0	--
CUNY BROOKLYN C (1)	77.4	62.0	47.0	49.3	--	*68.8	--	479	31	83	0	--
CUNY CITY C (1)	78.8	61.8	51.3	49.1	--	*69.0	-0.3	501	31	79	0	--
CUNY C OF STATEN ISLAND (1)	75.6	63.1	49.3	47.3	--	*62.8	-2.0	265	36	80	0	--
CUNY HUNTER C (1)	75.7	60.5	47.7	47.2	--	*63.9	--	525	50	76	0	--
CUNY JOHN JAY C CRIMINAL JUSTICE (1)	76.4	61.4	47.6	45.4	--	63.1	--	227	40	70	0	--
CUNY LEHMAN C (1)	77.1	62.2	50.2	47.7	--	65.0	-0.1	272	39	77	0	--
FASHION INST OF TECHNOLOGY (1)	76.3	61.0	52.5	36.3	--	59.0	-1.8	160	49	88	0	16.1
QUEENS C (1)	77.5	61.5	48.8	46.9	--	65.3	-0.1	516	32	77	0	--
SUNY C AT BROCKPORT (1)	62.0	52.8	41.0	34.8	--	*49.9	--	274	32	66	0	13.9
SUNY C AT BUFFALO (1)	55.0	45.1	38.9	34.8	--	45.3	-1.4	383	32	72	2	12.9
SUNY C AT CORTLAND (1)	55.6	42.4	36.5	38.9	--	*46.9	--	201	28	77	0	13.7
SUNY C AT FREDONIA (1)	57.9	45.4	35.0	29.9	--	*47.6	--	205	27	73	2	13.7
SUNY C AT GENESEO (1)	55.3	43.6	36.1	38.0	--	*43.1	--	234	35	59	1	12.3
SUNY C AT NEW PALTZ (1)	61.2	47.2	39.8	32.5	--	48.0	-0.9	260	38	60	3	13.7
SUNY C AT ONEONTA (1)	57.0	44.9	38.0	32.2	--	47.1	1.6	206	30	77	0	13.7
SUNY C AT OSWEGO (1)	55.0	45.4	35.4	29.0	--	45.1	--	305	34	67	1	13.1
SUNY C AT PLATTSBURGH (1)	54.7	44.4	36.6	30.1	--	*46.2	--	230	30	69	2	13.5
SUNY C AT POTSDAM (1)	55.3	42.0	35.3	30.2	--	44.2	--	181	28	67	1	13.0
SUNY C AT PURCHASE (1)	55.6	45.7	36.7	--	--	*46.8	--	115	40	79	0	13.4
SUNY EMPIRE STATE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
SUNY INST OF TECHNOLOGY AT UTICA-ROME (1)	56.0	49.3	45.0	34.5	--	*48.1	0.5	81	25	68	0	13.1
SUNY MARITIME C (1)	53.5	47.9	37.8	--	--	*48.3	-1.8	45	9	71	0	13.3
DOCTORAL												
CORNELL U-NY STATE STATUTORY CS (1)	87.2	66.9	58.0	37.0	--	*60.3	7.4	74	35	49	86	24.5
CUNY GRAD SCHL & U CTR (1)	85.1	61.1	52.5	--	--	*81.8	--	113	35	68	0	--
NY STATE C OF CERAMICS AT ALFRED UNIV (1)	65.9	48.7	37.0	--	--	*51.2	--	46	24	96	0	14.3
SUNY AT ALBANY (1)	76.6	54.6	43.0	39.2	--	61.8	-0.4	569	29	79	2	16.7
SUNY AT BINGHAMTON (1)	74.1	53.5	43.3	34.8	--	58.4	-1.3	441	27	77	0	16.5
SUNY AT BUFFALO (1)	79.9	56.6	44.5	34.4	--	*63.0	--	790	27	72	18	16.8
SUNY AT STONY BROOK (1)	79.8	55.8	44.7	39.1	--	*64.1	--	620	24	74	18	17.5
SUNY C OF ENVIRONMENTAL SCI & FORESTRY (1)	61.9	48.6	39.5	26.5	--	*46.9	--	62	21	58	44	12.9
SUNY C OF OPTOMETRY (1)	--	+	--	--	--	+	--	1	0	0	98	17.0
SUNY HLTH SCIENCE CTR AT BROOKLYN (1)	--	--	--	--	--	--	--	0	--	--	100	--
SUNY HLTH SCIENCE CTR AT SYRACUSE (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Independent Institutions												
AA												
ARNOT-OGDEN MED CTR SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
BRAMSON ORT TECH INST (1)	--	--	--	--	--	--	--	0	--	--	100	--
CATHOLIC MED CTR SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
COCHRAN SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
HELENE FULD C OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
LONG ISLAND C HOSP SCHL OF NURSING (1)	--	+	+	45.4	--	*45.4	1.6	8	100	0	11	14.1
MARIA C OF ALBANY (1)	+	33.2	26.7	24.8	--	*27.0	1.8	33	91	21	0	4.2
MATER DEI C (1)	27.8	26.4	22.3	22.4	--	*25.4	--	18	72	0	0	--
MILLARD FILLMORE HOSPS SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
PAUL SMITHS C OF ARTS & SCIENCE (1)	40.1	32.9	26.4	19.4	--	32.4	1.4	57	40	0	11	--
PHILLIPS BETH ISRAEL SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT ELIZABETH C OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE SAGE C-ALBANY CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
TROCAIRE C (1)	34.3	28.8	28.7	24.3	--	*29.2	--	40	85	0	0	7.1
VILLA MARIA C BUFFALO (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
ALBANY C OF PHARMACY (1)	57.6	47.8	42.6	--	--	*50.1	--	20	40	50	35	--
BARNARD C (1)	83.9	53.8	44.6	43.9	32.6	*56.3	--	169	58	38	0	14.9
CAZENOVIA C (1)	42.9	37.3	31.0	--	--	35.3	4.5	50	66	52	0	9.1
C OF AERONAUTICS (1)	46.7	45.0	26.4	35.5	--	*42.2	--	51	8	67	0	11.8
CONCORDIA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
CULINARY INST OF AMERICA (1)	--	--	--	--	--	--	--	0	--	--	100	--
HAMILTON C (1)	70.4	53.3	41.5	38.8	--	*54.2	--	147	35	60	0	13.8
HARTWICK C (1)	56.4	47.9	36.8	30.2	--	*46.7	--	112	39	63	0	11.6
HILBERT C (1)	35.9	33.2	32.2	27.8	--	*32.8	--	28	50	0	0	7.1
HOBART WILLIAM SMITH CS (1)	64.5	49.9	36.8	31.6	--	*53.3	--	131	38	75	0	13.0
HOUGHTON C (1)	43.6	37.7	32.6	--	--	*39.9	--	77	23	61	0	10.7
KEUKA C (1)	45.2	36.2	32.6	--	--	*38.4	9.1	46	43	65	0	7.8
MARYMOUNT C (1)	47.0	38.9	32.3	--	--	40.3	8.4	55	60	82	0	--
MARYMOUNT MANHATTAN C (1)	53.2	45.5	33.0	--	--	40.1	-0.8	59	59	56	0	8.5
MEDAILLE C (1)	50.9	41.2	32.8	--	--	*42.1	--	41	44	56	0	8.8
MERCY C-BRONX BRANCH CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
MERCY C-WHITE PLAINS BRANCH CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
MERCY C-YORKTOWN HEIGHTS BRANCH CAMP (1)	--	--	--	--	--	--	--	--	--	--	--	--
NEW YORK SCHL OF INTERIOR DESIGN (1)	--	--	--	--	--	--	--	--	--	--	--	--
RABBINICAL C OF LONG ISLAND (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT JOSEPHS C-MAIN CAMPUS (1)	58.8	47.2	40.9	30.9	--	43.6	5.8	88	65	25	1	--
ST FRANCIS C (1)	62.5	53.3	40.1	30.5	--	49.1	1.7	58	41	38	0	14.3
TALMUDICAL SEM OF OHOLEI TORAH (1)	9.2	--	--	--	--	9.2	-17	12	0	0	0	1.3
UTICA C OF SYRACUSE U (1)	50.6	41.8	35.9	--	--	42.9	5.2	96	44	80	0	--
WELLS C (1)	47.5	38.5	34.0	--	--	*43.2	4.6	41	56	78	0	--
YESHIVA & KOLLEL HARBOTZAS TORAH (1)	--	--	--	--	--	--	--	0	--	--	100	--
YESHIVA SHAAR HATORAH (1)	--	--	--	--	29.3	29.3	--	5	0	0	0	--
BA+												
AUDREY COHEN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BANK STREET C OF EDUCATION (1)	--	--	--	--	50.6	50.6	4.7	45	76	0	8	11.2
BARD C (1)	69.5	49.9	41.0	--	--	56.7	3.9	90	39	56	0	16.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BETH HATALMUD RABBINICAL C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
BORICUA C (1)	- -	- -	- -	30.5	- -	30.5	- -	11	55	0	78	5.8
CANISIUS C (1)	55.7	50.5	37.7	- -	- -	49.2	3.9	196	23	79	0	- -
CENTRAL YESHIVA TOMCHEI TMIMIM LUBAVITZ (1)	24.2	18.9	- -	- -	23.1	22.2	-13	18	0	72	0	9.7
COLGATE U (1)	78.9	58.9	44.8	- -	- -	*63.0	4.5	190	36	72	0	15.5
C OF MOUNT SAINT VINCENT (1)	55.9	44.6	36.3	37.5	- -	*42.4	12.0	56	66	55	0	11.3
C OF NEW ROCHELLE (1)	60.8	49.5	43.1	- -	- -	*49.3	- -	68	66	72	0	- -
COOPER UNÍON FOR THE ADVMENT OF SCIENCE & ART (1)	77.8	57.0	49.9	- -	- -	67.7	1.9	56	21	84	0	21.4
D'YOUVILLE C (1)	46.5	42.9	33.9	31.7	- -	*38.4	- -	84	64	44	8	- -
DAEMEN C (1)	51.3	42.9	36.9	- -	- -	*41.9	2.8	65	46	66	12	12.5
DOMINICAN C OF BLAUVELT (1)	54.8	42.5	40.7	35.2	- -	*40.1	4.1	50	70	34	0	9.9
DOWLING C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
ELMIRA C (1)	53.1	38.5	34.2	13.8	- -	*36.0	- -	66	39	62	12	10.9
GRAD SCHL OF FIGURATIVE ART (1)	- -	- -	- -	- -	35.0	*35.0	- -	4	25	0	0	7.5
IONA C (1)	59.9	49.2	38.6	33.7	- -	*47.4	- -	167	35	73	0	- -
ITHACA C (1)	61.2	49.0	35.9	32.4	- -	45.8	4.0	371	41	58	0	14.4
LE MOYNE C (1)	59.6	48.0	37.1	28.4	- -	47.8	-1.1	122	39	71	0	13.1
LONG ISLAND U-BRENTWOOD (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
LONG ISLAND U-ROCKLAND CAMPUS (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
LONG ISLAND U-SOUTHAMPTON C (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
MANHATTAN C (1)	60.6	51.6	40.4	33.1	- -	50.8	- -	156	24	72	0	13.1
MANHATTANVILLE C (1)	50.0	35.1	36.1	- -	- -	*43.1	- -	56	50	75	0	9.6
MARIST C (1)	60.7	49.7	40.5	35.4	- -	*43.3	- -	159	36	42	0	13.1
MERCY C-MAIN CAMPUS (1)	58.3	47.3	42.7	27.7	- -	49.7	4.5	131	45	53	13	11.5
MOLLOY C (1)	58.1	44.1	37.6	31.4	- -	39.8	- -	147	86	46	0	11.3
MOUNT SAINT MARY C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
NAZARETH C OF ROCHESTER (1)	57.3	46.3	38.7	- -	- -	47.7	2.6	102	50	66	4	11.9
NY INST OF TECHNOLOGY-CENTRAL ISLIP (1)	64.0	52.4	46.5	- -	- -	*53.7	- -	19	42	74	0	14.2
NY INST OF TECH-MANHATTAN CAMPUS (1)	67.0	54.4	41.8	- -	- -	*56.2	- -	52	21	77	0	11.1
NIAGARA U (1)	57.4	48.2	42.0	35.7	- -	*49.1	- -	118	36	65	0	10.5
NYACK C (1)	40.1	33.1	37.7	- -	- -	*37.2	7.6	40	28	30	7	- -
PACE U-PLEASANTVILLE BRIARCLIFF (1)	72.0	58.2	48.7	- -	- -	*61.9	- -	168	48	83	0	14.8
PACE U-WHITE PLAINS (1)	104.8	75.7	55.4	- -	- -	*93.3	- -	67	25	79	0	- -
PRATT INST-MAIN (1)	46.6	39.8	38.2	- -	- -	43.7	- -	103	25	73	0	- -
RABBINICAL C OF BETH SHRAGA (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
RABBINICAL SEM OF ADAS YEREIM (1)	40.6	- -	- -	- -	- -	40.6	14.9	5	0	100	0	- -
ROBERTS WESLEYAN C (1)	41.3	33.9	30.5	- -	- -	35.4	- -	58	45	41	21	7.8
SAINT BONAVENTURE U (1)	51.9	41.5	37.6	27.2	+	*42.9	- -	116	22	75	0	9.3
SAINT JOHN FISHER C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
SAINT JOSEPHS C-SUFFOLK CAMPUS (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
SAINT THOMAS AQUINAS C (1)	56.4	46.2	39.6	32.2	- -	*45.4	- -	63	43	71	0	9.6
SARAH LAWRENCE C (1)	- -	- -	- -	- -	56.7	56.7	0.5	78	46	65	0	15.2
SIENA C (1)	53.2	45.6	37.0	- -	- -	*45.4	- -	139	33	75	0	13.9
SKIDMORE C (1)	68.9	53.1	42.0	- -	- -	*55.3	- -	158	41	76	0	17.2
ST BERNARDS INST (1)	+	+	+	- -	- -	+	2.6	4	25	75	0	6.3
ST LAWRENCE U (1)	67.0	50.6	37.7	33.4	- -	53.3	- -	149	32	75	0	18.3
THE C OF INSURANCE (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
THE C OF SAINT ROSE (1)	53.9	45.7	37.3	32.6	- -	42.9	- -	130	55	60	0	14.4
THE SAGE CS (1)	47.7	40.6	34.3	29.0	- -	*40.0	- -	163	63	72	0	10.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
TOURO C (1)	90.3	58.9	39.6	25.5	- -	44.5	6.3	219	47	10	0	7.8
VASSAR C (1)	73.5	57.3	45.6	41.6	- -	*57.9	- -	215	43	60	0	15.9
WAGNER C (1)	51.8	40.3	37.5	32.3	- -	*40.8	- -	82	45	49	0	10.9
WEBB INST (1)	65.9	+	- -	- -	- -	*65.9	7.0	9	22	11	10	- -
DOCTORAL												
ADELPHI U (4)	- -	- -	- -	- -	- -	+	- -	219	- -	- -	- -	- -
ALFRED U (1)	56.7	44.9	35.8	- -	- -	*48.3	3.7	117	30	68	0	11.4
CLARKSON U (1)	72.3	52.9	51.1	39.8	- -	*58.0	- -	144	14	70	0	15.7
COLGATE ROCHESTER-BEXLEY-CROZER (1)	53.9	+	+	- -	- -	*53.9	0.9	10	40	70	0	11.5
COLUMBIA U IN THE CITY OF NEW YORK (1)	101.2	63.6	51.1	40.9	- -	*79.0	- -	922	26	55	63	16.9
CORNELL U-ENDOWED CS (1)	85.5	62.1	50.8	38.6	- -	68.4	- -	889	23	70	0	18.2
FORDHAM U (1)	80.4	63.2	47.7	42.2	- -	*64.6	- -	525	33	69	0	16.4
HEBREW UNION C-JEWISH INST OF RELIGION (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
HOFSTRA U (1)	84.2	62.2	49.0	- -	- -	*65.9	2.7	432	33	63	0	18.2
JEWISH THEOL SEM OF AMERICA (1)	12.5	7.0	9.5	11.1	- -	*10.4	- -	53	45	0	45	0.8
LONG ISLAND U-BROOKLYN CAMPUS (4)	- -	- -	- -	- -	- -	+	- -	563	- -	- -	- -	- -
LONG ISLAND U-C W POST CAMPUS (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
MANHATTAN SCHL OF MUSIC (1)	- -	- -	- -	- -	27.0	27.0	2.5	68	34	0	8	5.9
NEW SCHL FOR SOCIAL RESEARCH (1)	86.3	63.0	47.0	- -	49.0	*60.2	- -	125	35	26	11	15.9
NY INST OF TECHNOLOGY-OLD WESTBURY (1)	66.3	52.2	46.1	- -	+	*57.2	- -	102	20	88	0	14.7
NEW YORK THEOL SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
NEW YORK U (1)	100.5	66.4	57.4	33.9	44.7	77.5	3.3	1,254	33	61	44	25.1
PACE U-NEW YORK (1)	75.5	58.1	46.4	- -	- -	64.4	-0.8	210	30	84	0	15.4
POLYTECH U (1)	59.1	64.9	51.9	30.2	- -	*57.6	- -	139	14	63	0	15.7
RENSSELAER POLYTECH INST (1)	82.5	58.7	53.4	- -	- -	*71.0	- -	332	13	84	1	16.7
ROCHESTER INST OF TECHNOLOGY (1)	64.7	53.6	46.0	41.3	- -	*54.5	- -	509	23	83	5	12.9
ROCKEFELLER U (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
SAINT JOHNS U-NEW YORK (1)	87.1	60.2	48.7	- -	- -	*66.9	- -	509	27	82	8	24.6
SH'OR YOSHUV RABBINICAL C (1)	26.4	- -	- -	- -	- -	26.4	24.9	8	0	100	0	29.2
SYRACUSE U (1)	68.8	51.9	42.7	37.4	- -	*56.5	- -	789	29	69	2	18.5
TEACHERS C AT COLUMBIA U (1)	78.1	63.1	50.2	21.9	- -	64.1	3.2	131	54	69	0	19.7
THE GENRL THEOL SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
THE JUILLIARD SCHL (1)	- -	- -	- -	- -	41.2	41.2	3.8	103	39	0	0	11.1
UNION C (1)	69.6	55.2	44.2	- -	- -	57.7	- -	158	27	54	0	17.1
UNION THEOL SEM (1)	54.1	+	+	- -	- -	*54.1	6.6	23	48	100	0	29.0
U OF ROCHESTER (1)	81.6	55.7	51.0	41.4	- -	*67.2	- -	498	23	71	0	13.3
YESHIVA MIKDASH MELECH (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
YESHIVA U (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
YESHIVATH ZICHRON MOSHE (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
NORTH CAROLINA												
Public Institutions												
AA												
ALAMANCE CC (1)	- -	- -	- -	- -	31.3	31.3	-10	6	100	0	92	7.7
ANSON CC (1)	- -	- -	- -	- -	36.0	36.0	4.1	18	39	0	49	8.9
ASHEVILLE BUNCOMBE TECH CC (1)	- -	- -	- -	- -	31.4	31.4	4.0	22	73	0	74	8.0
BEAUFORT COUNTY CC (1)	- -	- -	- -	- -	27.8	27.8	3.1	22	64	0	59	7.3
BLADEN CC (4)	- -	- -	- -	- -	- -	+	- -	27	- -	- -	- -	- -
BLUE RIDGE CC (1)	- -	- -	- -	- -	32.6	32.6	- -	8	38	0	83	7.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene. ($)
BRUNSWICK CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
CALDWELL CC & TECH INST (1)	--	--	--	--	27.5	27.5	-1.9	30	80	0	62	6.8
CAPE FEAR CC (1)	--	--	--	--	29.3	29.3	2.3	43	63	0	53	6.2
CARTERET CC (1)	--	--	--	--	33.5	33.5	--	13	77	0	69	7.9
CATAWBA VALLEY CC (1)	--	--	--	--	33.1	33.1	--	5	100	0	95	8.0
CENTRAL CAROLINA CC (1)	--	--	--	--	31.2	31.2	3.1	31	61	0	74	7.6
CENTRAL PIEDMONT CC (1)	--	--	--	--	38.0	38.0	32.3	42	88	0	83	7.3
CLEVELAND CC (1)	--	--	--	--	32.6	*32.6	--	5	40	0	89	7.3
COASTAL CAROLINA CC (1)	--	--	--	--	30.9	30.9	11.7	20	70	0	81	7.7
C OF THE ALBEMARLE (1)	--	--	--	--	28.7	28.7	2.6	23	74	0	60	7.0
CRAVEN CC (1)	--	--	--	--	34.7	34.7	-0.3	23	52	0	60	8.5
DAVIDSON COUNTY CC (1)	--	--	--	--	34.4	34.4	3.7	29	69	0	52	8.4
DURHAM TECH CC (1)	--	--	--	--	33.3	33.3	8.8	54	59	0	49	8.0
EDGECOMBE CC (1)	--	--	--	--	34.3	*34.3	--	11	91	0	83	4.5
FAYETTEVILLE TECH CC (1)	--	--	--	--	29.3	29.3	--	20	70	0	91	4.4
FORSYTH TECH CC (1)	--	--	--	--	30.5	30.5	9.3	35	60	0	73	7.1
GASTON C (1)	--	--	--	--	49.1	*49.1	--	7	86	0	93	--
GUILFORD TECH CC (1)	--	--	--	--	30.7	30.7	-11	77	60	0	60	7.4
HALIFAX CC (1)	--	--	--	--	30.6	30.6	2.0	14	64	0	77	8.0
HAYWOOD CC (1)	--	--	--	--	31.0	31.0	5.7	6	50	0	89	7.6
ISOTHERMAL CC (1)	--	--	--	--	27.3	27.3	-1.0	18	56	0	65	6.8
JAMES SPRUNT CC (1)	--	--	--	--	+	+	3.9	3	67	0	94	7.4
JOHNSTON CC (1)	--	--	--	--	28.4	*28.4	--	8	75	0	93	6.8
LENOIR CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
MARTIN CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
MAYLAND CC (1)	--	--	--	--	25.7	*25.7	--	5	80	0	84	6.7
MCDOWELL TECH CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
MITCHELL CC (1)	--	--	--	--	26.9	*26.9	--	6	83	0	87	6.9
MONTGOMERY CC (1)	--	--	--	--	+	+	--	1	100	0	96	6.0
NASH CC (1)	--	--	--	--	29.4	*29.4	--	7	86	0	86	7.8
PAMLICO CC (1)	--	--	--	--	+	+	--	2	50	0	82	7.7
PIEDMONT CC (1)	--	--	--	--	31.7	31.7	5.2	18	44	0	62	7.9
PITT CC (1)	--	--	--	--	31.0	31.0	13.8	29	69	0	78	7.2
RANDOLPH CC (1)	--	--	--	--	32.9	*32.9	--	11	82	0	74	8.2
RICHMOND CC (1)	--	--	--	--	36.2	36.2	6.5	16	50	0	62	8.4
ROANOKE-CHOWAN CC (1)	--	--	--	--	+	+	--	1	100	0	97	7.0
ROBESON CC (1)	--	--	--	--	37.0	37.0	11.3	21	71	0	51	7.9
ROCKINGHAM CC (1)	--	--	--	--	29.4	29.4	-1.6	14	71	0	75	7.5
ROWAN-CABARRUS CC (1)	--	--	--	--	35.6	35.6	4.2	40	68	0	47	8.0
SAMPSON CC (1)	--	--	--	--	29.8	*29.8	--	4	75	0	91	7.3
SANDHILLS CC (1)	--	--	--	--	36.8	36.8	-0.7	42	69	0	61	8.5
SOUTHEASTERN CC (1)	--	--	--	--	32.8	*32.8	--	6	67	0	92	7.2
SOUTHWESTERN CC (1)	--	--	--	--	29.7	*29.7	--	4	75	0	92	7.5
STANLY CC (1)	--	--	--	--	32.3	32.3	7.5	14	79	0	76	7.9
SURRY CC (1)	--	--	--	--	31.8	31.8	-0.6	17	59	0	77	6.5
TRI-COUNTY CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
VANCE-GRANVILLE CC (1)	--	--	--	--	37.9	37.9	51.8	13	77	0	84	8.7
WAKE TECH CC (1)	--	--	--	--	26.8	26.8	5.5	49	78	0	77	6.3
WAYNE CC (1)	--	--	--	--	33.0	33.0	23.0	26	88	0	72	8.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg ($)	% Chng. (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
WESTERN PIEDMONT CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
WILKES CC (1)	--	--	--	--	29.2	29.2	-7.8	13	54	0	78	7.4
WILSON TECH CC (1)	--	--	--	--	30.1	*30.1	--	6	67	0	87	7.6
BA												
ELIZABETH CITY STATE U (1)	51.8	45.1	37.7	35.0	36.1	*44.1	4.5	101	23	46	6	10.0
WINSTON-SALEM STATE U (1)	53.2	48.7	40.9	37.0	37.0	*46.2	--	125	52	49	20	10.2
BA+												
NORTH CAROLINA CENTRAL U (1)	64.7	51.0	43.1	40.6	36.7	48.2	--	243	42	48	14	10.6
NORTH CAROLINA SCHL OF THE ARTS (1)	--	--	--	--	44.0	44.0	4.5	116	41	0	0	9.7
U OF NORTH CAROLINA AT ASHEVILLE (1)	60.8	46.8	35.9	39.2	28.7	*45.5	--	158	37	55	0	9.8
U OF NORTH CAROLINA AT WILMINGTON (1)	60.0	46.6	40.2	33.4	36.4	*47.3	--	337	34	66	9	10.1
U OF NORTH CAROLINA-PEMBROKE (1)	62.1	46.9	40.1	35.7	32.6	*47.8	5.1	141	34	54	3	10.3
DOCTORAL												
APPALACHIAN STATE U (1)	57.5	46.6	40.3	31.0	32.1	*48.0	--	560	33	62	4	10.2
EAST CAROLINA U (1)	62.5	47.8	42.4	31.4	35.5	*47.4	--	685	35	55	15	10.1
FAYETTEVILLE STATE U (1)	58.2	47.8	43.5	34.0	38.5	44.7	--	166	30	44	21	10.0
NORTH CAROLINA AGRL & TECH ST UNIV (1)	60.0	50.6	45.1	37.5	42.4	48.2	4.8	343	34	40	17	10.4
NORTH CAROLINA STATE U AT RALEIGH (1)	78.4	54.2	49.4	37.2	28.2	57.6	8.2	885	23	65	26	11.7
U OF NORTH CAROLINA AT CHAPEL HILL (1)	79.9	57.0	47.8	40.5	57.8	67.1	10.8	897	29	76	27	12.9
U OF NORTH CAROLINA AT CHARLOTTE (1)	63.5	49.5	43.0	32.9	36.7	49.5	5.7	563	34	63	12	10.4
U OF NORTH CAROLINA AT GREENSBORO (1)	68.5	49.5	40.8	31.5	35.9	48.4	4.6	534	44	57	5	10.2
WESTERN CAROLINA U (1)	57.4	48.4	40.2	--	34.2	*46.7	--	311	35	60	7	10.2
Independent Institutions												
AA												
CABARRUS C OF HLTH SCIENCES (1)	--	--	--	--	36.7	36.7	-6.6	11	100	100	8	5.9
LOUISBURG C (1)	34.7	29.0	28.7	--	--	*31.0	2.3	33	52	64	0	--
SAINT MARYS C (1)	39.6	32.7	27.4	24.3	--	*30.0	1.4	27	63	26	0	5.3
BA												
BARBER-SCOTIA C (1)	36.5	31.0	28.9	22.9	--	*30.8	1.1	27	26	0	0	--
BARTON C (1)	41.1	34.8	30.7	28.1	--	*33.8	--	77	52	38	0	7.5
BENNETT C (1)	41.9	39.8	31.2	28.5	--	35.7	1.5	58	64	22	0	5.2
BREVARD C (1)	40.9	30.7	26.0	23.9	--	*30.1	--	53	45	38	0	5.5
CHOWAN C (1)	42.2	38.7	32.0	31.2	--	*35.2	--	52	46	42	10	7.0
DAVIDSON C (1)	68.1	48.6	38.0	--	+	*56.2	5.1	137	29	74	0	16.7
EAST COAST BIBLE C (1)	29.2	+	+	--	--	*29.2	5.7	9	56	67	0	--
GREENSBORO C (1)	45.5	38.2	36.8	--	--	*39.9	--	48	33	40	0	8.0
JOHN WESLEY C (1)	+	+	--	--	--	+	--	3	0	0	0	2.4
JOHNSON C SMITH U (1)	44.4	33.9	32.3	--	--	*34.6	--	80	35	51	0	10.0
LEES-MCRAE C (1)	+	29.4	29.1	--	--	*29.3	--	22	27	5	19	7.0
MARS HILL C (1)	40.2	34.0	30.5	25.9	--	34.3	0.4	76	39	66	3	6.0
METHODIST C (1)	37.7	34.7	30.3	21.3	--	31.9	9.1	85	44	39	9	6.5
MOUNT OLIVE C (1)	37.1	33.8	29.4	--	--	*33.9	4.3	30	53	0	12	--
MOUNT OLIVE C-NEW BERN CTR (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTH CAROLINA WESLEYAN C (1)	42.1	36.6	32.2	--	--	*36.5	--	42	36	74	0	7.2
PEACE C (1)	41.6	35.8	35.5	--	--	*37.7	--	30	57	63	0	8.1
ROANOKE BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
SAINT ANDREWS PRESBYTERIAN C (1)	39.0	30.6	28.6	--	--	*31.2	--	34	32	50	0	--
SAINT AUGUSTINES C (1)	32.6	34.4	29.4	23.7	--	*29.3	--	81	41	5	14	--

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
SHAW U (1)	+	28.4	28.7	24.5	--	*27.4	--	64	38	*2	22	5.7
BA+												
BELMONT ABBEY C (1)	35.6	31.5	29.1	--	--	*32.2	--	36	36	78	0	7.6
CATAWBA C (1)	41.4	38.0	30.9	--	--	*38.0	--	62	42	73	11	9.2
ELON C (1)	51.1	42.8	35.3	28.9	--	*40.7	--	151	38	40	0	9.1
GARDNER-WEBB U (1)	39.4	35.4	31.4	28.9	--	*34.9	--	89	49	39	9	6.8
GUILFORD C (1)	50.5	42.8	35.0	30.0	--	*43.1	--	87	36	69	0	10.7
HIGH POINT U (1)	54.4	45.2	37.4	31.2	--	*42.5	--	95	33	41	0	--
LENOIR-RHYNE C (1)	39.4	35.8	31.8	--	--	*36.8	--	90	44	69	8	8.8
LIVINGSTONE C (1)	32.3	28.4	27.3	25.2	--	*27.4	--	50	44	20	0	3.6
MEREDITH C (1)	48.1	39.8	37.3	33.0	--	*41.8	--	100	65	54	0	7.8
MONTREAT C (1)	41.3	36.6	32.6	--	--	*35.4	--	29	24	34	3	11.5
PFEIFFER U (1)	38.4	33.2	29.1	--	--	*33.2	--	51	43	20	0	6.0
PIEDMONT BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
QUEENS C (4)	--	--	--	--	--	+	--	65	--	--	--	--
SALEM C (1)	41.9	39.4	31.7	--	--	*36.7	--	47	49	45	0	9.8
WARREN WILSON C (1)	--	--	--	--	33.2	33.2	20.7	49	31	0	0	8.7
WINGATE U (1)	41.2	35.2	32.4	26.8	--	*35.7	--	82	37	0	1	8.6
DOCTORAL												
CAMPBELL U INC (1)	59.6	46.3	38.1	30.3	--	*45.9	--	93	31	31	28	--
DUKE U (3)	--	--	--	--	--	--	--	--	--	--	--	--
SOUTHEASTERN BAPTIST THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
WAKE FOREST U (1)	78.6	57.8	41.0	38.0	33.8	59.8	--	365	30	62	0	11.2

NORTH DAKOTA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
BISMARCK STATE C (1)	--	36.0	33.7	--	--	*34.9	--	76	30	76	11	9.4
FORT BERTHOLD CC (1)	--	--	--	--	--	--	--	0	--	--	100	--
LITTLE HOOP CC (1)	--	--	--	--	25.2	*25.2	--	4	75	0	20	--
MINOT STATE U-BOTTINEAU CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
NORTH DAKOTA STATE C OF SCIENCE (1)	--	35.0	32.2	27.7	--	*32.4	--	132	30	62	10	9.2
SITTING BULL C (4)	--	--	--	--	--	+	--	12	--	--	--	--
TURTLE MOUNTAIN CC (1)	--	--	--	--	26.0	26.0	7.3	22	45	0	0	7.5
U OF NORTH DAKOTA-LAKE REGION (1)	+	+	33.9	26.8	--	*31.3	2.2	19	37	74	14	9.1
U OF NORTH DAKOTA-WILLISTON (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
DICKINSON STATE U (1)	43.7	37.8	32.8	28.3	--	*35.4	4.6	68	31	51	6	9.0
MAYVILLE STATE U (1)	45.0	37.5	33.2	--	--	*37.9	0.9	38	18	63	3	9.5
VALLEY CITY STATE U (1)	43.7	37.3	31.7	29.1	--	*34.7	-1.5	51	43	53	4	8.9
BA+												
MINOT STATE U (1)	49.8	39.7	35.8	29.4	27.8	*37.1	0.8	187	36	53	11	8.6
DOCTORAL												
NORTH DAKOTA STATE U MAIN CAMPUS (1)	50.8	42.7	38.8	25.5	--	*39.4	--	284	28	46	41	9.9
U OF NORTH DAKOTA-MAIN CAMPUS (1)	49.4	40.5	35.4	29.5	--	39.4	3.3	427	37	52	14	9.9

Independent Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
UNITED TRIBES TECH C (1)	--	--	--	--	23.8	23.8	6.7	31	65	0	0	5.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
BA												
JAMESTOWN C (1)	40.6	32.2	28.4	21.3	--	*32.2	--	52	38	0	0	7.2
MEDCTR ONE C OF NURSING (1)	--	41.5	36.0	34.9	--	37.6	2.1	11	100	0	0	--
TRINITY BIBLE C (1)	--	--	--	--	20.0	20.0	11.4	17	24	0	0	6.1
BA+												
U OF MARY (1)	47.2	36.2	33.1	27.5	--	*34.9	3.3	76	49	0	3	9.5

OHIO

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
AA												
BELMONT TECH C (1)	--	--	--	--	34.8	34.8	4.7	37	54	0	0	8.2
BOWLING GREEN STATE U-FIRELANDS (1)	54.9	53.7	41.7	33.1	--	*44.3	0.5	34	24	47	0	15.5
CENTRAL OHIO TECH C (1)	--	--	--	--	33.4	33.4	5.1	45	62	47	2	8.6
CINCINNATI STATE TECH & CC (3)	--	--	--	--	--	--	--	--	--	--	--	--
CLARK STATE CC (3)	--	--	--	--	--	--	--	--	--	--	--	--
COLUMBUS STATE CC (1)	50.4	41.5	33.4	28.4	--	37.8	-0.2	193	44	62	0	5.6
CUYAHOGA CC DISTRICT (1)	60.7	57.2	49.0	39.8	--	50.9	9.8	395	49	79	0	11.1
EDISON STATE CC (1)	44.8	36.9	32.6	29.1	--	*36.7	1.6	41	46	0	0	9.2
HOCKING TECH C (1)	--	--	--	--	--	--	--	0	--	--	100	--
JEFFERSON CC (1)	47.4	42.2	38.2	31.1	--	*39.3	4.0	40	63	0	0	11.0
KENT STATE U-ASHTABULA REGIONAL CAMPUS (1)	+	+	38.5	--	--	*38.5	2.5	23	35	61	0	11.3
KENT STATE U-EAST LIVERPOOL REGNL CAMPUS (1)	--	+	34.3	--	--	*34.3	--	19	58	32	0	9.7
KENT STATE U-GEAUGA CAMPUS (1)	--	--	38.3	--	--	*38.3	--	7	29	43	0	--
KENT STATE U-SALEM REGIONAL CAMPUS (1)	+	+	38.3	39.1	--	*38.7	--	17	41	82	6	11.0
KENT STATE U-STARK CAMPUS (1)	+	50.2	36.8	--	--	*40.5	--	52	31	52	5	10.9
KENT STATE U-TRUMBULL REGIONAL CAMPUS (1)	+	51.9	35.7	--	--	*40.5	4.9	42	24	67	2	10.8
KENT STATE U-TUSCARAWS REGIONAL CAMPUS (1)	+	50.0	38.0	--	--	*40.8	3.0	22	32	59	0	11.4
LAKELAND CC (1)	61.2	57.0	44.2	37.3	--	52.0	4.9	113	48	67	0	12.8
LIMA TECH C (1)	47.3	41.4	35.4	33.2	--	37.3	3.0	67	58	0	14	8.6
LORAIN COUNTY CC (1)	60.8	53.0	42.1	37.0	--	49.3	4.3	92	49	76	0	11.1
MARION TECH C (1)	37.8	34.6	32.1	--	--	*35.2	2.5	33	67	0	3	--
MIAMI U-HAMILTON (1)	65.7	50.3	38.9	--	--	*46.8	4.3	48	52	58	0	13.0
MIAMI U-MIDDLETOWN (1)	58.6	50.2	40.2	27.8	--	*43.4	--	57	54	60	0	12.4
MUSKINGUM AREA TECH C (1)	47.4	41.5	33.8	31.0	--	*35.3	--	47	49	0	0	40.7
NORTH CENTRAL TECH C (1)	42.8	37.4	33.0	30.8	--	*35.7	--	55	51	0	32	10.6
NORTHWEST STATE CC (1)	--	--	--	--	33.5	33.5	-0.3	42	55	86	0	12.7
OHIO STATE U AGRL TECH INST (1)	--	49.0	42.0	40.7	--	*45.9	5.7	18	17	89	47	11.2
OWENS CC (1)	49.8	41.5	35.9	30.9	--	38.2	3.0	135	47	67	1	13.9
SINCLAIR CC (1)	52.8	40.7	34.5	27.1	--	43.5	3.5	336	52	67	2	11.0
SOUTHERN STATE CC (1)	+	42.8	35.3	28.5	--	*36.9	6.8	29	41	0	24	10.6
STARK STATE C OF TECHNOLOGY (1)	--	38.7	34.0	29.1	--	34.2	4.2	91	51	0	14	11.4
TERRA STATE CC (1)	47.3	43.4	39.7	--	--	*42.7	11.6	49	35	90	0	9.5
U OF AKRON-WAYNE C (1)	+	49.4	38.1	--	--	*46.2	1.5	26	46	62	4	12.7
U OF CINCINNATI-CLERMONT C (1)	53.0	43.6	32.8	26.2	--	*37.3	0.4	32	59	50	6	9.9
U OF CINCINNATI-RAYMOND WALTERS C (1)	56.4	44.7	33.1	--	--	*44.0	--	96	61	82	0	12.0
WASHINGTON STATE CC (1)	+	33.3	28.2	--	--	*31.5	6.1	42	57	0	13	8.9
WRIGHT STATE U-LAKE CAMPUS (1)	--	46.9	40.2	--	--	*42.7	--	18	11	83	0	10.8
BA												
OHIO U CHILLICOTHE BRANCH (1)	55.2	45.8	39.5	34.0	--	*41.9	--	29	38	66	0	12.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
OHIO U EASTERN CAMPUS (1)	+	+	42.2	--	--	*42.2	0.6	15	13	53	0	12.6
OHIO U ZANESVILLE BRANCH (1)	+	51.6	38.2	--	--	*44.9	--	28	39	75	0	12.6
SHAWNEE STATE U (1)	52.8	45.0	37.4	16.6	--	*36.5	--	116	40	0	7	13.7
BA+												
CENTRAL STATE U (3)	--	--	--	--	--	--	--	--	--	--	--	--
OHIO STATE U-LIMA CAMPUS (1)	57.8	49.1	37.3	--	--	*43.8	--	36	28	58	14	10.9
OHIO STATE U-MANSFIELD CAMPUS (1)	+	45.9	39.5	--	--	*42.5	--	39	26	59	3	10.8
OHIO STATE U-MARION CAMPUS (1)	61.4	45.2	35.1	--	--	*45.8	--	27	30	74	4	11.1
OHIO STATE U-NEWARK CAMPUS (1)	64.0	45.6	38.5	--	--	*43.7	6.2	40	25	55	5	11.1
OHIO U LANCASTER BRANCH (1)	+	49.6	37.4	--	--	*45.7	--	29	28	79	0	12.6
DOCTORAL												
AIR FORCE INST OF TECHNOLOGY (3)	--	--	--	--	--	--	--	--	--	--	--	--
BOWLING GREEN STATE U-MAIN CAMPUS (1)	66.3	52.0	41.4	29.7	--	50.6	1.2	618	33	62	6	17.5
CLEVELAND STATE U (1)	66.8	51.3	43.5	32.6	32.5	*54.4	--	479	27	75	4	12.2
KENT STATE U-MAIN CAMPUS (1)	70.2	51.0	41.7	--	--	*53.9	--	577	35	73	9	14.0
MED C OF OHIO (1)	--	44.1	37.4	30.4	--	*36.5	--	36	97	8	90	13.4
MIAMI U-OXFORD (1)	68.1	51.4	40.5	28.4	--	*53.2	--	756	31	69	0	15.1
OHIO STATE U-MAIN CAMPUS (1)	81.3	55.3	46.2	41.2	--	*63.0	--	1,515	28	77	18	14.0
OHIO U MAIN CAMPUS (1)	71.8	53.8	43.1	33.2	--	*56.2	3.1	739	28	72	0	14.1
U OF AKRON MAIN CAMPUS (1)	61.6	49.1	40.5	35.7	--	51.2	1.4	626	35	73	5	13.4
U OF CINCINNATI-MAIN CAMPUS (1)	72.3	52.5	42.6	33.5	--	58.9	6.6	1,080	28	78	3	16.2
U OF TOLEDO (1)	67.7	48.7	41.0	35.6	--	53.9	5.9	524	28	75	11	14.5
WRIGHT STATE U-MAIN CAMPUS (1)	68.6	51.9	40.3	28.8	--	49.8	7.0	403	34	62	18	11.7
YOUNGSTOWN STATE U (1)	61.3	46.0	37.1	32.0	--	48.9	-3.8	421	33	69	0	13.8
Independent Institutions												
AA												
CHATFIELD C (1)	--	--	--	--	--	--	--	0	--	--	100	--
CHRIST HOSP SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
FAIRVIEW HOSP SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
KETTERING C MED ARTS (1)	39.9	33.3	+	27.6	--	*35.7	-12	18	78	0	58	--
MERIDIA HURON SCHL OF NURSING (1)	--	--	--	--	+	+	--	2	100	0	82	5.1
NORTHWESTERN C (3)	--	--	--	--	--	--	--	--	--	--	--	--
TRINITY HLTH SYSTEM SCHL OF NURSING (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
CAPITAL U-CLEVELAND CTR (1)	--	--	--	--	--	--	--	--	--	--	--	--
CAPITAL U-DAYTON CTR (1)	--	--	--	--	--	--	--	--	--	--	--	--
CEDARVILLE C (1)	48.0	41.6	35.3	30.1	--	40.2	--	140	26	48	5	10.7
CINCINNATI C OF MORTUARY SCIENCE (1)	--	--	--	--	--	--	--	0	--	--	100	--
CIRCLEVILLE BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
CLEVELAND INST OF ART (1)	--	--	--	--	--	--	--	0	--	--	100	--
C OF WOOSTER (1)	59.0	43.6	37.6	32.5	--	47.2	--	127	35	62	0	12.9
COLUMBUS C OF ART & DESIGN (1)	41.4	37.5	27.9	25.1	--	*31.3	--	58	28	0	11	7.7
DAVID N MYERS C (4)	--	--	--	--	--	+	--	16	--	--	--	--
DENISON U (1)	61.6	45.0	38.1	--	--	*49.1	--	141	33	65	0	14.7
GOD'S BIBLE SCHL & C (1)	9.7	+	+	6.3	--	* 7.7	18.2	16	38	100	0	3.9
HIRAM C (1)	50.9	38.0	31.8	--	--	*42.9	--	68	46	76	0	11.9
KENYON C (1)	66.3	46.4	40.1	40.4	--	*51.7	-0.5	140	31	66	0	11.8
LOURDES C (1)	36.4	32.5	32.5	29.2	--	*31.5	--	53	79	0	9	8.1
MOUNT CARMEL C OF NURSING (1)	--	+	42.3	38.5	--	*40.1	--	23	91	0	4	9.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
MOUNT UNION C (1)	52.7	42.6	35.3	30.7	- -	42.2	4.0	88	30	55	2	10.2
OHIO DOMINICAN C (1)	51.3	42.6	35.8	30.6	- -	*41.7	- -	56	54	63	0	9.7
OHIO NORTHERN U (1)	64.9	48.0	43.5	33.9	- -	53.1	4.9	186	28	64	0	13.7
OHIO WESLEYAN U (1)	54.9	39.0	35.5	- -	- -	47.2	0.9	120	30	82	0	18.8
URBANA U (1)	35.7	29.3	26.8	24.1	- -	*29.4	4.3	36	25	58	0	7.8
WILBERFORCE U (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
WILMINGTON C (1)	43.5	38.2	32.3	- -	- -	*36.6	- -	58	33	55	0	8.9
WITTENBERG U (1)	55.7	41.0	35.3	31.1	- -	*44.4	- -	143	35	79	0	13.7
BA+												
ANTIOCH C (1)	45.1	36.2	31.1	- -	+	*38.4	- -	58	43	66	5	12.5
ART ACAD OF CINCINNATI (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
ATHENAEUM OF OHIO (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
BALDWIN-WALLACE C (1)	57.4	46.6	38.2	- -	- -	50.1	2.1	148	28	72	6	12.1
BLUFFTON C (1)	43.5	35.4	30.5	- -	- -	*35.7	- -	64	42	44	2	9.5
CAPITAL U (1)	65.2	46.2	34.6	25.8	- -	47.8	4.2	148	46	59	15	12.5
CINCINNATI BIBLE C & SEM (1)	+	+	+	- -	- -	+	- -	4	50	0	86	- -
C OF MOUNT SAINT JOSEPH (1)	52.3	43.5	36.4	31.1	- -	*40.4	- -	85	56	22	0	10.1
DEFIANCE C (1)	37.0	28.8	26.2	- -	- -	*31.4	- -	38	24	89	0	7.5
FRANCISCAN U OF STEUBENVILLE (1)	47.1	39.6	33.4	- -	- -	*39.5	3.1	90	27	47	0	12.5
FRANKLIN U (1)	- -	- -	- -	- -	+	+	- -	2	100	0	96	6.0
HEIDELBERG C (1)	44.7	36.5	34.6	28.7	- -	*38.3	- -	66	32	62	0	6.7
JOHN CARROLL U (1)	65.8	52.9	41.3	32.3	34.7	50.3	3.4	225	32	64	0	11.8
LAKE ERIE C (1)	35.8	30.8	30.3	25.2	- -	*30.2	7.8	24	46	42	17	7.5
MALONE C (1)	45.8	38.3	33.8	26.7	- -	*37.1	- -	85	47	42	0	11.0
MARIETTA C (1)	46.2	37.9	30.9	26.5	- -	*37.8	- -	71	31	63	0	11.7
METHODIST THEOL SCHL OHIO (1)	46.5	- -	- -	- -	- -	*46.5	- -	18	28	89	0	8.8
MOUNT VERNON NAZARENE C (1)	41.1	40.5	33.0	- -	- -	37.9	8.7	65	29	0	3	10.0
MUSKINGUM C (1)	51.0	40.5	33.9	- -	- -	*40.5	4.3	73	30	73	0	11.8
NOTRE DAME C OF OHIO (1)	+	32.1	28.2	- -	- -	*29.7	5.4	29	66	0	0	5.5
OBERLIN C (1)	67.1	52.1	43.2	36.8	- -	*58.2	- -	239	26	76	0	19.2
OTTERBEIN C (1)	52.6	42.1	36.1	- -	- -	42.4	- -	124	49	44	0	12.9
PONTIFICAL C JOSEPHINUM (1)	+	27.5	+	- -	- -	*27.5	5.2	14	21	0	0	6.0
THE MCGREGOR SCHL OF ANTIOCH U (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
THE U OF FINDLAY (1)	47.5	39.7	36.1	29.2	- -	37.7	2.4	107	44	52	14	8.0
TIFFIN U (1)	54.7	41.5	34.3	- -	- -	*42.2	- -	31	32	0	0	- -
TRINITY LUTHERAN SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
U OF RIO GRANDE (1)	48.6	41.2	34.8	29.4	- -	*40.7	- -	90	38	71	0	15.8
URSULINE C (4)	- -	- -	- -	- -	- -	+	- -	66	- -	- -	- -	- -
WALSH U (1)	44.8	37.8	30.2	26.2	- -	*36.1	- -	49	53	51	11	- -
WINEBRENNER THEOL SEM (1)	43.8	+	+	- -	- -	*43.8	2.7	6	17	67	0	- -
XAVIER U (1)	61.3	51.0	40.0	28.8	- -	47.9	1.6	230	41	63	0	11.3
DOCTORAL												
ASHLAND U (1)	56.6	46.7	35.6	28.8	- -	44.5	4.5	165	39	56	18	8.9
CASE WESTERN RESERVE U (1)	82.2	59.3	51.0	37.8	- -	67.5	3.9	472	27	70	11	15.4
CLEVELAND INST OF MUSIC (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
HEBREW UNION C-JEWISH INST OF RELIGION (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
RABBINICAL C TELSHE (1)	- -	- -	- -	- -	17.3	17.3	9.3	10	0	100	0	- -
THE UNION INST (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
UNITED THEOL SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
U OF DAYTON (1)	64.3	50.5	41.9	--	--	*52.0	--	365	23	71	10	16.2
OKLAHOMA												
Public Institutions												
AA												
CARL ALBERT STATE C (1)	--	--	--	--	33.0	33.0	10.4	25	48	0	29	7.5
CONNORS STATE C (4)	--	--	--	--	--	+	--	43	--	--	--	--
EASTERN OKLAHOMA STATE C (1)	--	--	--	--	33.8	33.8	0.0	44	55	70	0	7.7
MURRAY STATE C (1)	+	--	31.2	32.7	--	*32.4	--	39	44	51	9	5.1
NORTHEASTERN OK AGRL & MECH COLL (1)	--	--	--	--	32.8	32.8	3.1	79	46	81	6	7.6
NORTHERN OKLAHOMA C (1)	--	--	--	--	40.1	40.1	22.7	49	53	53	6	8.0
OKLAHOMA CITY CC (1)	--	--	--	--	38.5	38.5	4.2	105	50	0	4	10.3
OKLAHOMA STATE U-OKLAHOMA CITY (1)	+	32.9	31.5	29.1	--	*31.4	2.2	37	54	32	38	7.6
OKLAHOMA STATE U-OKMULGEE (1)	--	--	--	--	25.4	25.4	--	73	25	0	41	6.5
REDLANDS CC (3)	--	--	--	--	--	--	--	--	--	--	--	--
ROGERS STATE C (3)	--	--	--	--	--	--	--	--	--	--	--	--
ROSE STATE C (1)	37.0	--	--	--	--	37.0	3.7	127	54	75	12	--
SEMINOLE STATE C (1)	--	--	--	--	31.6	31.6	4.2	39	44	59	9	8.0
TULSA CC (1)	--	--	41.5	34.0	--	39.8	5.5	212	58	0	14	12.5
WESTERN OKLAHOMA STATE C (1)	--	--	--	--	34.0	34.0	1.2	35	43	66	10	6.1
BA												
OKLAHOMA PANHANDLE STATE U (1)	41.7	37.7	33.0	29.5	--	*34.0	--	43	37	33	12	9.6
U OF SCIENCE & ARTS OF OKLAHOMA (1)	42.0	35.5	32.0	28.0	--	*34.5	--	44	43	55	15	9.4
BA+												
CAMERON U (1)	49.0	40.8	37.5	29.5	+	*40.4	--	159	31	52	4	10.4
EAST CENTRAL U (1)	48.2	42.6	37.4	33.0	--	40.5	--	151	32	58	1	11.1
LANGSTON U (1)	50.4	40.4	33.6	35.7	--	*36.8	--	80	49	18	29	7.3
NORTHEASTERN STATE U (1)	48.0	39.8	37.7	33.0	--	*40.1	--	246	32	53	8	11.4
NORTHWESTERN OKLAHOMA STATE U (1)	45.1	39.3	34.9	28.0	--	*34.8	--	69	46	32	12	9.4
SOUTHEASTERN OKLAHOMA STATE U (1)	50.8	43.8	38.0	30.1	--	*39.4	--	143	34	39	3	9.0
SOUTHWESTERN OKLAHOMA STATE U (1)	49.4	44.6	38.4	29.6	--	40.1	4.7	201	34	58	4	12.7
U OF CENTRAL OKLAHOMA (1)	52.7	46.2	40.9	34.3	--	44.5	0.5	385	41	60	0	9.9
DOCTORAL												
OKLAHOMA STATE U-MAIN CAMPUS (1)	60.8	46.9	40.3	34.2	--	51.3	--	523	21	84	44	11.7
U OF OKLAHOMA HLTH SCIENCES CTR (1)	+	--	+	--	--	+	62.9	4	25	25	99	14.5
U OF OKLAHOMA NORMAN CAMPUS (1)	65.3	45.9	38.0	20.9	--	49.5	3.8	705	24	63	13	14.5
Independent Institutions												
AA												
BACONE C (1)	+	25.9	23.8	21.0	--	*23.8	0.3	19	89	0	14	--
SAINT GREGORYS C (4)	--	--	--	--	--	+	--	10	--	--	--	--
BA												
BARTLESVILLE WESLEYAN C (1)	--	--	--	--	30.9	30.9	9.3	27	22	0	7	--
HILLSDALE FREE WILL BAPTIST C (1)	--	--	--	--	22.0	22.0	7.3	9	44	0	0	8.0
BA+												
OKLAHOMA BAPTIST U (1)	44.4	36.6	31.4	19.8	--	*35.6	--	109	44	60	3	7.5
OKLAHOMA CHRISTIAN U OF SCIENCE & ARTS (1)	44.9	36.7	33.3	--	--	*39.4	-5.7	69	22	0	0	5.5
OKLAHOMA CITY U (4)	--	--	--	--	--	+	--	162	--	--	--	--
PHILLIPS U (4)	--	--	--	--	--	+	--	38	--	--	--	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene ($)
SOUTHERN NAZARENE U (4)	--	--	--	--	--	+	--	52	--	--	--	--
DOCTORAL												
ORAL ROBERTS U (1)	53.5	30.6	28.0	24.6	--	30.6	-1.2	142	35	15	13	3.7
U OF TULSA (1)	70.0	47.9	38.7	29.8	36.0	50.2	-2.4	294	31	60	4	11.9
OREGON												
Public Institutions												
AA												
BLUE MOUNTAIN CC (1)	--	--	--	--	44.8	44.8	4.1	75	39	75	3	14.9
CENTRAL OREGON CC (1)	51.4	44.9	38.1	32.4	--	41.9	3.7	81	41	63	0	14.5
CHEMEKETA CC (1)	--	--	--	--	46.3	46.3	3.3	204	52	0	6	12.6
CLACKAMAS CC (1)	--	--	--	--	44.6	44.6	4.5	133	41	83	0	14.1
CLATSOP CC (1)	--	--	--	--	39.3	39.3	3.4	35	37	74	0	27.9
LANE CC (1)	--	--	--	--	39.8	39.8	-2.5	284	51	100	0	15.2
LINN-BENTON CC (1)	--	--	--	--	38.6	38.6	6.5	179	51	0	0	10.6
MT HOOD CC (1)	--	--	--	--	47.9	47.9	--	147	39	77	8	12.6
PORTLAND CC (1)	--	--	--	--	45.6	45.6	1.6	352	52	87	0	12.8
ROGUE CC (1)	--	--	--	--	43.9	43.9	8.3	61	59	0	18	13.2
SOUTHWESTERN OREGON CC (1)	45.3	41.1	35.9	31.6	29.0	*37.6	--	60	47	58	18	11.0
TREASURE VALLEY CC (1)	--	--	--	--	40.4	40.4	3.5	47	38	72	2	46.1
UMPQUA CC (1)	--	--	--	--	42.6	42.6	6.6	61	49	0	0	15.8
BA+												
EASTERN OREGON STATE C (1)	46.9	35.8	30.0	--	--	*38.1	--	62	32	66	7	10.8
OREGON INST OF TECHNOLOGY (1)	50.1	43.4	39.8	30.2	--	*44.1	-0.5	107	21	64	6	11.1
SOUTHERN OREGON STATE C (1)	46.6	38.0	33.3	27.0	--	38.5	--	174	34	48	4	10.9
WESTERN OREGON STATE C (1)	44.4	34.7	32.0	25.1	--	*35.2	-5.7	157	38	52	2	10.2
DOCTORAL												
OREGON HLTH SCIENCES U (1)	+	40.4	34.7	--	--	*37.1	2.8	25	92	40	96	12.1
OREGON STATE U (1)	60.5	47.1	40.8	27.5	+	*48.4	-1.1	442	31	69	26	13.1
PORTLAND STATE U (1)	56.0	43.6	38.6	30.2	+	*47.1	--	419	34	67	11	12.3
U OF OREGON (1)	60.3	45.1	38.5	28.4	+	*47.3	--	608	33	64	2	12.5
Independent Institutions												
BA												
EUGENE BIBLE C (1)	--	--	--	--	+	+	--	3	67	0	67	3.5
PACIFIC NORTHWEST C OF ART (1)	34.2	31.1	+	--	--	*32.6	1.2	13	31	69	0	--
WESTERN BAPTIST C (1)	41.6	25.0	29.2	26.2	--	*31.1	-3.7	22	23	36	0	--
WESTERN STATES CHIROPRACTIC C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA+												
CONCORDIA U (1)	--	--	--	--	--	--	--	0	--	--	100	--
LEWIS & CLARK C (1)	70.1	48.7	36.8	34.7	--	*51.9	--	179	42	55	0	13.2
LINFIELD C (1)	48.9	39.5	33.2	28.1	--	*41.9	--	122	40	70	5	18.5
MULTNOMAH BIBLE C & BIBLICAL SEM (1)	36.4	33.5	31.8	--	--	*34.6	--	22	14	0	0	--
NORTHWEST CHRISTIAN C (1)	32.5	32.2	27.7	--	--	*31.2	--	14	14	0	13	12.1
REED C (1)	63.7	48.2	40.2	--	--	*54.1	--	108	31	73	0	12.7
U OF PORTLAND (1)	60.7	49.0	38.1	28.1	--	*47.9	1.1	135	24	70	2	12.8
WARNER PACIFIC C (1)	37.2	30.2	23.9	--	--	*28.8	--	33	36	0	0	--
WESTERN EVANGELICAL SEM GRAD SCH-GEORGE FOX UNIV (1)	--	--	--	--	--	--	--	--	--	--	--	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
WILLAMETTE U (1)	65.1	49.2	37.6	33.3	--	*55.0	--	153	35	62	0	15.2
DOCTORAL												
GEORGE FOX U (1)	49.4	43.2	38.0	30.8	--	*41.6	4.4	92	28	18	12	10.9
OREGON GRAD INST OF SCIENCE & TECHN (1)	--	--	--	--	--	--	--	0	--	--	100	--
PACIFIC U (1)	53.7	44.6	31.5	29.2	--	*40.2	--	109	46	46	17	10.1
WESTERN CONSERVATIVE BAPTIST SEM (1)	40.8	36.9	39.1	--	--	*39.5	0.1	24	21	0	8	--

PENNSYLVANIA

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
BUCKS COUNTY CC (1)	52.6	37.7	--	--	--	*50.7	2.2	162	42	88	1	15.2
BUTLER COUNTY CC (1)	49.3	41.0	34.4	31.3	--	*41.3	--	57	46	79	0	9.2
CC OF ALLEGHENY COUNTY (1)	50.0	41.1	38.3	--	--	46.7	--	310	46	95	2	13.6
CC OF BEAVER COUNTY (1)	51.0	43.7	42.0	--	--	*46.8	--	44	52	98	0	--
CC OF PHILADELPHIA (1)	60.2	56.9	47.6	32.0	--	51.4	0.6	341	47	80	13	16.4
DELAWARE COUNTY CC (1)	67.1	57.0	53.3	--	--	62.0	2.5	102	43	97	0	19.5
HARRISBURG AREA CC-HARRISBURG (1)	61.0	45.3	37.6	32.7	--	51.8	2.4	128	38	83	10	15.5
HARRISBURG AREA CC-LANCASTER (1)	--	--	+	33.7	--	*33.7	--	11	73	0	8	--
HARRISBURG AREA CC-LEBANON (1)	--	--	--	--	--	--	--	--	--	--	--	--
INDIANA U OF PENNSYLVANIA-ARMSTRONG (1)	--	--	--	--	--	--	--	--	--	--	--	--
INDIANA U OF PENNSYLVANIA-PUNXSUTAWNEY (1)	--	--	--	--	--	--	--	--	--	--	--	--
LEHIGH CARBON CC (1)	58.2	46.4	41.1	33.2	--	*47.5	--	74	55	92	0	10.9
LUZERNE COUNTY CC (1)	56.3	45.1	32.0	35.2	--	*42.0	--	100	45	0	32	11.4
MONTGOMERY COUNTY CC (1)	62.5	55.3	42.4	33.9	--	*54.4	--	136	47	86	0	18.3
NORTHAMPTON COUNTY AREA CC (1)	57.5	50.1	42.9	--	--	*53.1	--	69	42	84	3	15.7
READING AREA CC (1)	44.1	38.3	34.8	33.9	--	*40.3	-1.5	58	74	0	3	13.5
THADDEUS STEVENS STATE SCHL OF TECH (1)	--	--	--	--	45.9	45.9	3.0	38	13	95	0	14.4
U OF PITTSBURGH-TITUSVILLE (1)	--	36.6	32.6	--	--	*35.0	4.5	20	30	35	17	8.3
WESTMORELAND COUNTY CC (1)	54.6	47.8	37.7	28.2	--	*42.6	--	83	46	0	0	11.5
BA												
CLARION U OF PA-VENANGO CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
PA C OF TECHNOLOGY (1)	58.8	52.5	47.5	43.6	--	*48.7	--	225	27	81	1	12.5
PA STATE U-ABINGTON-OGONTZ (1)	61.6	48.0	39.7	30.0	--	*41.0	--	90	39	53	0	10.5
PA STATE U-ALLENTOWN CAMPUS (1)	+	44.2	+	31.2	--	*39.5	1.4	18	50	72	22	--
PA STATE U-ALTOONA CAMPUS (1)	+	46.1	39.8	36.4	--	*41.3	--	30	30	61	1	11.2
PA STATE U-BEAVER CAMPUS (1)	+	49.7	42.6	31.0	--	*43.7	5.0	33	27	67	8	11.0
PA STATE U-BERKS CAMPUS (1)	+	49.0	40.7	38.0	--	*41.5	1.2	49	39	41	6	10.6
PA STATE U-DELAWARE CAMPUS (1)	62.2	50.5	39.3	28.2	--	*45.6	--	48	42	67	6	10.7
PA STATE U-DU BOIS CAMPUS (1)	+	46.1	36.8	38.9	--	*39.7	3.1	40	30	43	5	9.8
PA STATE U-FAYETTE CAMPUS (1)	+	50.0	39.4	32.4	--	*40.2	0.1	43	33	47	4	10.1
PA STATE U-HAZLETON CAMPUS (1)	+	48.4	40.9	32.4	--	*39.8	--	45	31	51	6	10.5
PA STATE U-MCKEESPORT CAMPUS (1)	60.1	47.7	40.8	38.2	--	*44.2	--	32	28	63	3	10.5
PA STATE U-MONT ALTO CAMPUS (1)	53.7	45.6	39.8	34.3	--	*38.1	--	45	53	36	10	10.6
PA STATE U-NEW KENSINGTON (1)	+	48.1	41.2	37.4	--	*43.7	6.1	35	37	71	8	11.1
PA STATE U-SCHUYLKILL CAMPUS (1)	56.5	49.6	44.6	28.2	--	*40.8	0.5	36	22	50	3	9.6
PA STATE U-SHENANGO CAMPUS (1)	+	48.1	41.1	38.3	--	*41.2	1.7	28	39	50	7	10.6
PA STATE U-WILKES-BARRE (1)	50.5	49.6	42.4	38.9	--	*43.2	--	33	12	45	6	11.2
PA STATE U-WORTHINGTON SCRANTON (1)	+	48.4	42.6	40.6	--	*44.0	--	39	28	59	15	11.5
PA STATE U-YORK CAMPUS (1)	+	46.4	42.4	32.1	--	*41.2	5.2	40	35	60	22	10.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
U OF PITTSBURGH-BRADFORD (1)	53.6	44.2	35.0	28.3	- -	*39.6	3.7	55	38	44	8	9.4
U OF PITTSBURGH-GREENSBURG (1)	53.0	41.7	33.3	26.5	- -	*39.4	- -	49	39	57	8	9.4
U OF PITTSBURGH-JOHNSTOWN (1)	57.4	45.0	32.2	32.6	+	*42.3	2.4	120	27	67	8	10.1
BA+												
BLOOMSBURG U OF PENNSYLVANIA (1)	72.2	58.3	46.2	38.8	- -	*59.0	- -	330	34	76	0	15.4
CALIFORNIA U OF PENNSYLVANIA (1)	72.2	58.1	47.3	31.2	- -	60.8	2.1	286	29	82	2	16.7
CHEYNEY U OF PENNSYLVANIA (1)	73.3	59.9	45.3	37.6	- -	*60.0	- -	93	44	74	0	18.7
CLARION U OF PENNSYLVANIA (1)	72.1	57.7	44.4	31.7	- -	56.2	-0.9	290	38	69	1	16.3
EAST STROUDSBURG U OF PENNSYLVANIA (1)	72.7	58.1	46.2	32.3	- -	59.5	- -	233	34	78	0	15.5
EDINBORO U OF PENNSYLVANIA (1)	72.9	57.8	45.8	34.6	- -	54.6	-2.7	382	39	69	2	15.1
KUTZTOWN U OF PENNSYLVANIA (1)	72.5	58.6	43.7	33.3	- -	55.9	-1.6	405	40	71	0	16.2
LINCOLN U (1)	55.2	45.9	34.5	31.2	- -	40.7	- -	89	39	45	0	15.5
LOCK HAVEN UNIVERISTY OF PENNSYLVANIA (1)	72.5	59.2	45.6	36.0	- -	55.5	-0.9	183	37	72	0	13.3
LOCK HAVEN U-CLEARFIELD CAMPUS (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
MANSFIELD U OF PENNSYLVANIA (1)	71.0	57.0	46.2	35.8	- -	56.9	5.8	171	33	74	0	16.5
MILLERSVILLE U OF PENNSYLVANIA (1)	72.1	58.5	44.2	- -	- -	*59.3	- -	309	35	76	0	16.1
PENNSYLVANIA STATE U-ERIE BEHREND C (1)	64.5	58.1	46.8	37.7	- -	*47.4	- -	129	24	37	5	11.9
SHIPPENSBURG U OF PENNSYLVANIA (1)	73.1	58.8	45.6	- -	- -	*60.7	- -	294	31	69	0	15.8
WEST CHESTER U OF PENNSYLVANIA (1)	72.5	58.5	47.0	40.8	- -	59.0	0.8	464	38	70	0	11.5
DOCTORAL												
INDIANA U OF PENNSYLVANIA (1)	72.6	58.2	43.6	34.9	- -	58.4	-1.2	680	35	73	0	16.5
PENNSYLVANIA STATE U-GREAT VALLEY (1)	+	63.8	48.4	- -	- -	*55.4	3.7	23	43	30	8	- -
PENNSYLVANIA STATE U-HARRISBURG CAPITAL (1)	70.5	56.8	46.1	34.9	- -	*52.4	2.9	131	27	58	4	12.7
PENNSYLVANIA STATE U-MAIN CAMPUS (1)	80.1	54.9	44.9	33.0	35.1	*59.5	- -	1,547	26	63	16	13.4
SLIPPERY ROCK U OF PENNSYLVANIA (1)	72.6	58.0	47.1	35.3	- -	57.6	-1.2	369	40	76	1	14.2
TEMPLE U (1)	82.9	62.9	46.1	36.4	- -	67.5	-0.5	1,060	33	75	5	15.7
U OF PITTSBURGH-MAIN CAMPUS (1)	80.4	54.9	44.6	34.4	- -	61.4	4.6	798	28	71	38	13.9
Independent Institutions												
AA												
ALBERT EINSTEIN MED CTR (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
BEREAN INST (1)	- -	- -	- -	- -	27.7	27.7	52.1	13	69	0	24	4.0
ELECTRONIC INST-MIDDLETOWN (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
ELECTRONIC INSTS (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
HARCUM C (1)	+	31.7	27.6	- -	+	*29.7	- -	21	76	62	42	8.4
JAMESON MEMORIAL HOSP (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
JOHNSON TECH INST (1)	- -	- -	- -	- -	33.3	*33.3	- -	19	5	0	0	9.2
KEYSTONE C (1)	38.7	31.0	+	- -	- -	*34.7	4.8	28	54	86	0	9.2
LACKAWANNA JR C (1)	32.6	28.7	+	- -	- -	*31.3	0.7	15	47	93	0	10.4
MANOR JR C (1)	33.7	28.5	24.2	- -	- -	*28.0	2.2	16	81	0	24	- -
PEIRCE C (1)	42.2	34.4	30.0	- -	- -	*37.1	5.6	22	45	0	0	- -
PENNSYLVANIA INST OF TECHNOLOGY (1)	- -	- -	- -	- -	25.6	25.6	-4.4	22	41	0	0	4.9
PITTSBURGH INST OF AERONAUTICS (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
PITTSBURGH INST OF MORTUARY SCIENCE INC (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
ST TIKHONS ORTHODOX THEOL SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
THE WILLIAMSON FREE SCHL OF MECH TRADES (1)	- -	- -	- -	- -	30.9	*30.9	- -	13	15	0	13	15.2
VALLEY FORGE MILITARY C (1)	46.1	35.7	32.0	- -	- -	*37.2	5.3	14	36	0	0	9.9
BA												
ACAD OF THE NEW CHURCH (1)	+	+	43.0	- -	- -	*43.0	7.9	16	19	19	0	15.1
ALBRIGHT C (1)	49.7	41.9	34.2	- -	- -	*45.2	- -	63	38	81	0	14.1

BEST COPY AVAILABLE

	Prof ($)	Assc ($)	Asst. ($)	Inst / Lect ($)	No Rank ($)	Avg ($)	% Chng (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
ALLEGHENY C (1)	60.2	46.1	36.1	25.6	--	46.3	--	142	28	54	0	11.6
ALVERNIA C (1)	53.5	36.6	34.7	27.8	--	*35.9	--	57	68	53	0	--
DELAWARE VALLEY C (1)	55.4	47.3	37.4	28.8	--	*40.8	2.8	78	28	51	5	9.1
DICKINSON C (1)	65.3	50.8	39.9	34.9	--	50.1	1.9	137	33	59	0	14.1
ELIZABETHTOWN C (1)	60.9	49.7	40.5	33.7	--	*49.4	--	100	30	70	0	15.7
FRANKLIN & MARSHALL C (1)	71.2	50.1	39.6	35.3	--	54.5	--	158	32	59	0	17.7
GETTYSBURG C (1)	68.1	51.8	41.9	37.3	--	53.7	5.3	154	35	69	0	16.5
HAVERFORD C (1)	71.6	54.3	43.8	--	--	*58.6	--	95	37	60	0	20.0
JUNIATA C (1)	50.4	39.5	34.0	29.3	--	44.2	0.7	70	29	47	0	--
LAFAYETTE C (1)	73.5	55.3	44.0	--	--	*56.6	--	180	28	63	0	14.7
LYCOMING C (1)	54.8	47.5	38.7	30.5	--	*43.4	--	86	30	67	0	12.9
MESSIAH C (1)	52.6	43.7	37.5	32.9	--	*42.6	--	135	36	55	0	13.6
MOORE C OF ART & DESIGN (1)	38.1	32.0	27.6	--	+	*36.2	--	33	55	88	0	7.0
MOUNT ALOYSIUS C (1)	--	45.3	37.1	33.4	--	*38.4	11.3	48	63	4	17	8.4
MUHLENBERG C (1)	61.2	46.8	38.9	35.3	--	*46.8	--	129	40	55	0	12.8
SAINT VINCENT C (1)	48.9	43.4	34.2	29.6	--	*40.7	--	60	20	53	0	12.1
SUSQUEHANNA U (1)	58.7	47.3	35.8	32.0	--	*45.3	--	95	35	56	0	10.3
TALMUD YESHIVA OF PHILADELPHIA (1)	--	--	--	--	--	--	--	0	--	--	100	--
THIEL C (1)	46.0	38.5	32.6	--	--	*42.4	1.2	59	39	78	0	11.1
URSINUS C (1)	55.3	45.5	38.0	--	--	*48.7	--	84	39	60	0	13.2
VALLEY FORGE CHRISTIAN C (1)	+	+	28.2	24.1	--	*27.4	--	18	28	6	0	6.3
WILSON C (1)	39.0	34.2	31.0	--	--	*33.7	--	31	55	48	3	5.6
BA+												
ALLENTOWN C OF SAINT FRANCIS DE SALES (1)	55.6	43.9	36.7	32.2	--	*39.6	--	66	39	35	0	8.8
AMERICAN C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BEAVER C (1)	64.4	51.4	41.4	28.4	--	47.5	--	77	55	56	7	15.4
BUCKNELL U (1)	74.7	55.6	45.5	--	--	*58.7	--	261	30	69	0	15.5
CABRINI C (1)	49.3	43.8	36.5	--	--	*43.0	--	43	53	70	0	11.5
CARLOW C (1)	76.3	44.1	36.2	30.1	--	*42.3	8.9	64	70	27	6	9.6
CEDAR CREST C (1)	50.6	42.1	35.5	--	--	*39.9	0.4	64	61	34	4	8.1
CHATHAM C (1)	43.7	36.4	35.8	--	--	*39.0	9.5	43	58	53	20	6.9
CHESTNUT HILL C (1)	+	31.6	28.9	26.5	--	*29.6	-4.2	36	72	50	3	6.5
C MISERICORDIA (1)	54.5	44.9	38.2	--	--	*42.1	--	74	51	42	19	9.2
CURTIS INST OF MUSIC (1)	--	--	--	--	+	+	--	2	50	0	0	13.1
DICKINSON SCHL OF LAW (1)	96.9	+	+	40.5	--	*80.8	-11	27	37	56	0	15.6
EASTERN C (1)	48.7	42.7	36.2	--	--	*42.9	--	56	41	46	5	11.9
EVANGELICAL SCHL OF THEOLOGY (1)	42.1	+	--	--	--	*42.1	--	5	0	0	0	--
GANNON U (1)	49.1	40.6	36.1	29.1	--	*39.2	--	141	37	65	10	12.7
GENEVA C (1)	47.0	40.3	36.4	--	--	*41.2	8.1	54	15	70	0	10.7
GRATZ C (4)	--	--	--	--	--	+	--	7	--	--	--	--
GROVE CITY C (3)	--	--	--	--	--	--	--	--	--	--	--	--
GWYNEDD-MERCY C (1)	54.1	43.2	36.3	31.5	--	*39.2	--	79	82	59	13	8.0
HOLY FAMILY C (1)	54.2	44.0	37.2	34.2	--	*41.8	--	77	66	18	5	9.7
KING'S C (1)	54.4	46.1	39.5	--	--	*45.4	--	96	24	60	0	11.9
LA ROCHE C (1)	47.0	39.1	34.9	--	--	40.6	--	43	49	0	0	7.8
LA SALLE U (1)	61.9	52.0	43.6	--	--	*50.2	--	182	36	71	0	13.2
LANCASTER BIBLE C (1)	36.7	34.0	30.5	--	--	*32.8	--	25	32	0	19	7.2
LEBANON VALLEY C (1)	54.3	42.5	36.7	--	--	*46.0	--	70	26	76	0	10.3
LUTHERAN THEOL SEM AT GETTYSBURG (1)	--	--	--	--	--	--	--	0	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
NEUMANN C (1)	41.1	35.0	33.8	--	--	*35.2	2.7	49	73	0	0	--
PENNSYLVANIA ACAD OF THE FINE ARTS (1)	--	--	--	--	10.3	10.3	17.8	46	33	0	0	2.9
PENNSYLVANIA C OF OPTOMETRY (1)	+	46.0	--	--	--	*46.0	--	5	0	100	86	12.4
PHILADELPHIA C OF BIBLE (1)	40.0	34.9	30.1	--	--	*33.5	--	39	26	0	0	9.1
PHILADELPHIA C OF TEXTILES & SCIENCE (1)	59.5	47.5	40.0	--	45.4	*45.4	0.3	85	38	46	0	12.0
POINT PARK C (1)	43.9	34.5	29.3	--	--	*36.9	--	72	31	75	0	8.9
ROBERT MORRIS C (1)	61.6	51.9	45.7	29.6	--	*50.6	--	101	29	0	6	13.5
ROSEMONT C (1)	53.0	48.6	36.8	--	--	*44.2	--	31	65	81	0	7.2
SAINT FRANCIS C (1)	51.6	44.3	35.8	29.8	--	*41.5	--	62	39	53	16	8.6
SAINT JOSEPHS U (1)	69.1	55.2	46.1	51.1	--	*54.3	--	176	31	92	0	15.0
SETON HILL C (1)	55.8	41.3	36.2	--	--	*40.4	--	45	53	44	0	9.8
SWARTHMORE C (1)	83.1	60.1	47.0	--	--	*66.6	--	157	34	69	0	16.8
THE U OF THE ARTS (1)	44.2	38.7	33.3		--	39.2	-2.9	85	36	73	0	11.0
TRINITY EPISCOPAL SCHL FOR MINISTRY (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF SCRANTON (1)	61.9	53.9	46.2	31.1	--	*53.0	3.1	244	29	74	0	17.4
WASHINGTON & JEFFERSON C (1)	62.1	47.9	39.4	35.8	--	51.5	--	88	24	68	0	15.6
WAYNESBURG C (1)	45.1	37.8	37.1	31.1	--	38.6	9.0	56	46	38	3	13.3
WESTMINSTER C (1)	53.3	40.4	33.9	30.1	--	43.4	--	98	32	66	0	10.1
WIDENER U-HARRISBURG CAMPUS (1)	93.1	74.3	+	--	--	*76.9	5.4	26	38	35	7	15.5
WILKES U (1)	53.6	44.2	36.8	--	--	43.8	0.1	128	31	60	4	10.8
YORK C PENNSYLVANIA (1)	66.5	55.6	45.8	--	--	51.9	--	119	34	55	0	15.0
YORK HOSP (1)	--	--	--	--	--	--	--	0	--	--	100	--
DOCTORAL												
ALLEGHENY U OF THE HLTH SCIENCES (1)	--	--	--	--	--	--	--	0	--	--	100	--
BAPTIST BIBLE C & SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
BIBLICAL THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
BRYN MAWR C (1)	74.1	54.5	43.6	41.9	--	*60.1	8.2	135	51	66	0	15.1
CALVARY BAPTIST THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
CARNEGIE MELLON U (1)	90.6	62.4	54.4	55.8	--	75.4	--	489	18	67	5	13.8
DREXEL U (1)	70.2	52.4	51.5	--	--	61.6	7.3	285	20	87	0	14.4
DUQUESNE U (1)	65.2	51.6	41.7	27.8	--	51.9	-0.5	245	30	67	29	13.3
EASTERN BAPTIST THEOL SEM (1)	40.4	+	--	--	--	*40.4	--	10	20	90	0	10.7
IMMACULATA C (1)	49.3	44.7	32.6	--	--	*41.5	--	34	56	56	0	--
LANCASTER THEOL SEM (1)	--	--	--	--	--	+	--	1	100	100	89	--
LEHIGH U (1)	81.1	57.4	45.8	30.3	--	*67.2	--	399	21	82	0	17.5
LUTHERAN THEOL SEM AT PHILADELPHIA (1)	47.2	+	36.2	--	--	*42.5	0.7	14	43	64	0	--
MARYWOOD C (1)	54.9	45.6	37.4	--	--	*44.2	--	113	56	57	1	10.7
PHILADELPHIA C OF PHARMACY & SCIENCE (1)	56.9	50.6	49.6	33.5	--	48.4	12.0	64	38	50	48	14.3
RECONSTRUCTIONIST RABBINICAL C (1)	--	--	--	--	42.0	42.0	-3.4	6	50	17	0	12.3
THOMAS JEFFERSON U (1)	--	60.3	46.9	38.9	--	*45.6	-1.5	24	88	0	45	16.9
U OF PENNSYLVANIA (1)	100.3	66.4	60.0	--	--	85.0	4.3	876	22	78	8	23.7
VILLANOVA U (1)	82.6	58.1	46.7	34.4	--	59.9	4.7	474	26	80	2	17.8
WESTMINSTER THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
WIDENER U-MAIN CAMPUS (1)	63.1	50.3	41.9	34.4	--	*49.3	--	185	46	59	15	14.9
NEUMANN C (1)	41.1	35.0	33.8	--	--	*35.2	2.7	49	73	0	0	--
PENNSYLVANIA ACAD OF THE FINE ARTS (1)	--	--	--	--	10.3	10.3	17.8	46	33	0	0	2.9
PENNSYLVANIA C OF OPTOMETRY (1)	+	46.0	--	--	--	*46.0	--	5	0	100	86	12.4
PHILADELPHIA C OF BIBLE (1)	40.0	34.9	30.1	--	--	*33.5	--	39	26	0	0	9.1
PHILADELPHIA C OF TEXTILES & SCIENCE (1)	59.5	47.5	40.0	--	45.4	*45.4	0.3	85	38	46	0	12.0
POINT PARK C (1)	43.9	34.5	29.3	--	--	*36.9	--	72	31	75	0	8.9
ROBERT MORRIS C (1)	61.6	51.9	45.7	29.6	--	*50.6	--	101	29	0	6	13.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
ROSEMONT C (1)	53.0	48.6	36.8	- -	- -	*44.2	- -	31	65	81	0	7.2
SAINT FRANCIS C (1)	51.6	44.3	35.8	29.8	- -	*41.5	- -	62	39	53	16	8.6
SAINT JOSEPHS U (1)	69.1	55.2	46.1	51.1	- -	*54.3	- -	176	31	92	0	15.0
SETON HILL C (1)	55.8	41.3	36.2	- -	- -	*40.4	- -	45	53	44	0	9.8
SWARTHMORE C (1)	83.1	60.1	47.0	- -	- -	*66.6	- -	157	34	69	0	16.8
THE U OF THE ARTS (1)	44.2	38.7	33.3	- -	- -	39.2	-2.9	85	36	73	0	11.0
TRINITY EPISCOPAL SCHL FOR MINISTRY (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
U OF SCRANTON (1)	61.9	53.9	46.2	31.1	- -	*53.0	3.1	244	29	74	0	17.4
WASHINGTON & JEFFERSON C (1)	62.1	47.9	39.4	35.8	- -	51.5	- -	88	24	68	0	16.8
WAYNESBURG C (1)	45.1	37.8	37.1	31.1	- -	38.6	9.0	56	46	38	3	13.3
WESTMINSTER C (1)	53.3	40.4	33.9	30.1	- -	43.4	- -	98	32	66	0	10.1
WIDENER U-HARRISBURG CAMPUS (1)	93.1	74.3	+	- -	- -	*76.9	5.4	26	38	35	7	15.5
WILKES U (1)	53.6	44.2	36.8	- -	- -	43.8	0.1	128	31	60	4	10.8
YORK C PENNSYLVANIA (1)	66.5	55.6	45.8	- -	- -	51.9	- -	119	34	55	0	15.0
YORK HOSP (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
DOCTORAL												
ALLEGHENY U OF THE HLTH SCIENCES (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
BAPTIST BIBLE C & SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
BIBLICAL THEOL SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
BRYN MAWR C (1)	74.1	54.5	43.6	41.9	- -	*60.1	8.2	135	51	66	0	15.1
CALVARY BAPTIST THEOL SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
CARNEGIE MELLON U (1)	90.6	62.4	54.4	55.8	- -	75.4	- -	489	18	67	5	13.8
DREXEL U (1)	70.2	52.4	51.5	- -	- -	61.6	7.3	285	20	87	0	14.4
DUQUESNE U (1)	65.2	51.6	41.7	27.8	- -	51.9	-0.5	245	30	67	29	13.3
EASTERN BAPTIST THEOL SEM (1)	40.4	+	- -	- -	- -	*40.4	- -	10	20	90	0	10.7
IMMACULATA C (1)	49.3	44.7	32.6	- -	- -	*41.5	- -	34	56	56	0	- -
LANCASTER THEOL SEM (1)	- -	- -	- -	- -	- -	+	- -	1	100	100	89	- -
LEHIGH U (1)	81.1	57.4	45.8	30.3	- -	*67.2	- -	399	21	82	0	17.5
LUTHERAN THEOL SEM AT PHILADELPHIA (1)	47.2	+	36.2	- -	- -	*42.5	0.7	14	43	64	0	- -
MARYWOOD C (1)	54.9	45.6	37.4	- -	- -	*44.2	- -	113	56	57	1	10.7
PHILADELPHIA C OF PHARMACY & SCIENCE (1)	56.9	50.6	49.6	33.5	- -	48.4	12.0	64	38	50	48	14.3
RECONSTRUCTIONIST RABBINICAL C (1)	- -	- -	- -	- -	42.0	42.0	-3.4	6	50	17	0	12.3
THOMAS JEFFERSON U (1)	- -	60.3	46.9	38.9	- -	*45.6	-1.5	24	88	0	45	16.9
U OF PENNSYLVANIA (1)	100.3	66.4	60.0	- -	- -	85.0	4.3	876	22	78	8	23.7
VILLANOVA U (1)	82.6	58.1	46.7	34.4	- -	59.9	4.7	474	26	80	2	17.8
WESTMINSTER THEOL SEM (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
WIDENER U-MAIN CAMPUS (1)	63.1	50.3	41.9	34.4	- -	*49.3	- -	185	46	59	15	14.9

RHODE ISLAND

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
CC OF RHODE ISLAND (1)	49.7	36.1	32.1	- -	- -	*42.5	2.3	272	53	82	4	13.1
DOCTORAL												
RHODE ISLAND C (1)	54.2	47.9	39.5	- -	- -	*48.3	- -	301	39	77	1	14.9
U OF RHODE ISLAND (1)	68.8	51.6	44.0	- -	- -	60.1	4.2	517	30	84	18	17.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene. ($)
Independent Institutions												
BA												
NEW ENGLAND INST OF TECHNOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
ROGER WILLIAMS U (1)	55.5	51.2	42.3	--	--	52.9	--	120	27	79	0	15.3
BA+												
BRYANT C (1)	72.1	65.0	55.0	33.6	--	62.8	4.0	125	28	58	0	17.1
RHODE ISLAND SCHL OF DESIGN (1)	58.6	47.2	38.5	--	--	49.6	7.3	127	36	1	0	14.4
DOCTORAL												
BROWN U (1)	82.8	56.3	47.9	42.9	--	68.5	2.8	531	27	75	0	17.6
JOHNSON & WALES U (1)	47.9	39.2	34.2	31.4	--	36.3	4.0	224	40	0	3	--
PROVIDENCE C (1)	69.6	58.5	47.0	37.9	--	56.0	3.8	216	33	77	0	15.8
SALVE REGINA U (1)	51.3	42.1	35.4	31.6	--	*42.6	--	107	52	61	0	9.2

SOUTH CAROLINA

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene. ($)
Public Institutions												
AA												
AIKEN TECH C (1)	--	--	--	--	34.7	34.7	4.5	49	41	0	0	11.1
CENTRAL CAROLINA TECH C (1)	--	--	--	--	30.1	30.1	3.5	67	51	0	0	6.8
CHESTERFIELD-MARLBORO TECH C (1)	--	--	--	--	28.9	28.9	3.4	25	56	0	0	--
DENMARK TECH C (1)	--	--	--	--	28.0	28.0	5.2	27	44	0	0	8.4
FLORENCE DARLINGTON TECH C (1)	--	--	--	--	31.9	31.9	3.7	92	54	0	0	8.5
GREENVILLE TECH C (1)	--	--	--	--	31.0	31.0	--	239	54	0	0	8.3
HORRY-GEORGETOWN TECH C (1)	--	--	--	--	33.5	33.5	2.2	83	42	0	3	8.6
MIDLANDS TECH C (1)	--	--	--	--	33.3	33.3	3.5	218	57	0	0	9.0
ORANGEBURG CALHOUN TECH C (1)	--	--	--	--	27.7	27.7	4.1	37	65	0	53	7.0
PIEDMONT TECH C (1)	--	--	--	--	28.6	28.6	-0.0	78	51	0	0	6.9
SPARTANBURG TECH C (1)	--	--	--	--	30.5	30.5	5.5	96	52	0	0	7.5
TECH C OF THE LOWCOUNTRY (1)	--	--	--	--	28.8	28.8	3.4	40	55	0	0	5.6
TRI-COUNTY TECH C (1)	--	--	--	--	32.4	32.4	4.6	89	52	0	0	8.0
TRIDENT TECH C (1)	--	--	--	--	34.9	34.9	3.9	211	53	0	0	8.1
U OF SOUTH CAROLINA AT BEAUFORT (1)	46.9	38.6	33.7	--	--	39.6	3.6	21	29	62	9	9.0
U OF SOUTH CAROLINA AT LANCASTER (1)	49.4	39.9	33.1	--	--	*41.9	--	21	38	81	19	9.3
U OF SOUTH CAROLINA AT SALKEHATCHIE (1)	44.6	36.7	29.9	--	--	*36.0	--	18	17	50	28	7.7
U OF SOUTH CAROLINA AT SUMTER (1)	46.4	37.4	38.3	--	--	*42.7	--	35	29	77	13	9.5
U OF SOUTH CAROLINA AT UNION (1)	47.7	+	--	--	--	*47.7	--	7	14	86	30	10.0
WILLIAMSBURG TECH C (1)	--	--	--	--	27.8	27.8	4.1	10	60	0	0	7.3
YORK TECH C (1)	--	--	--	--	32.0	32.0	3.1	86	56	0	0	7.7
BA+												
CITADEL MILITARY C OF SOUTH CAROLINA (1)	55.4	45.1	36.1	--	--	*47.1	--	151	19	74	0	11.1
COASTAL CAROLINA U (1)	50.3	42.2	37.0	26.9	--	*39.7	--	159	35	54	3	11.7
C OF CHARLESTON (1)	53.6	46.2	36.3	28.8	--	41.3	3.5	334	36	51	9	9.9
FRANCIS MARION U (1)	52.0	42.1	35.5	28.3	--	43.3	13.1	152	25	68	1	9.9
LANDER U (1)	50.7	42.2	37.3	28.9	--	*42.0	--	116	44	69	3	9.9
U OF SOUTH CAROLINA AT AIKEN (1)	51.7	42.3	37.7	30.4	--	42.3	3.1	102	47	61	14	9.5
U OF SOUTH CAROLINA AT SPARTANBURG (1)	50.6	42.8	37.2	29.8	--	*42.7	--	124	48	64	7	9.5
WINTHROP U (4)	--	--	--	--	--	+	--	237	--	--	--	--
DOCTORAL												
CLEMSON U (1)	68.1	49.9	41.0	29.0	--	53.1	3.1	775	25	66	11	11.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene ($)
MED U OF SOUTH CAROLINA (4)	--	--	--	--	--	+	--	19	--	--	--	--
SOUTH CAROLINA STATE U (1)	50.5	43.6	38.1	32.8	--	*40.0	--	207	43	30	17	9.0
U OF SOUTH CAROLINA AT COLUMBIA (1)	68.7	50.4	43.3	31.9	--	54.7	2.3	908	26	69	12	11.5
Independent Institutions												
AA												
SPARTANBURG METHODIST C (1)	--	--	--	--	31.5	31.5	4.1	23	57	52	0	--
BA												
ALLEN U (1)	--	--	--	--	23.8	23.8	15.2	16	50	0	0	2.9
ANDERSON C (1)	34.3	32.4	30.5	--	--	*31.8	--	44	50	68	0	6.9
BENEDICT C (1)	39.4	35.1	32.2	25.1	--	*31.3	--	65	45	29	13	--
CLAFLIN C (1)	35.7	35.7	28.2	25.1	--	*31.5	--	60	40	23	5	--
COKER C (1)	46.3	38.8	34.3	--	--	*39.6	--	51	31	55	0	9.0
JOHNSON & WALES U-CHARLESTON (1)	--	35.4	29.4	31.3	--	*31.2	--	34	32	0	0	9.1
LIMESTONE C (1)	32.4	31.6	26.8	--	--	*29.3	--	30	43	33	6	--
MORRIS C (1)	+	30.9	28.3	--	--	*29.6	3.2	42	48	2	13	3.9
NEWBERRY C (1)	37.8	32.9	27.4	--	--	*32.6	--	47	26	66	0	6.9
NORTH GREENVILLE C (1)	32.1	31.2	28.2	22.6	--	*28.5	3.7	32	41	6	0	6.8
PRESBYTERIAN C (1)	55.0	40.5	36.6	28.9	--	*43.0	1.2	77	30	64	0	--
VOORHEES C (1)	37.1	+	31.8	24.9	--	*30.3	7.7	26	23	8	13	5.5
WOFFORD C (1)	57.0	43.9	36.3	--	--	*49.8	--	67	18	79	0	13.6
BA+												
CHARLESTON SOUTHERN U (1)	46.9	36.4	33.3	28.1	--	*36.3	--	71	42	24	0	7.7
COLUMBIA C (1)	46.1	39.6	37.6	34.6	29.1	*41.0	--	79	61	68	0	9.3
CONVERSE C (4)	--	--	--	--	--	+	--	70	--	--	--	--
FURMAN U (1)	59.6	42.8	35.8	30.5	--	48.4	2.9	186	26	76	0	14.0
SOUTHERN WESLEYAN U (1)	30.3	29.0	23.5	--	--	*27.4	--	26	31	50	32	--
DOCTORAL												
BOB JONES U (3)	--	--	--	--	--	--	--	--	--	--	--	--
COLUMBIA INT'L U (1)	--	--	--	--	--	--	--	0	--	--	100	--
ERSKINE C & SEM (1)	46.8	35.8	31.0	27.0	--	39.9	--	51	29	47	0	8.7
LUTHERAN THEOL SOUTHERN SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--

SOUTH DAKOTA

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene ($)
Public Institutions												
AA												
SISSETON-WAHPETON CC (1)	--	--	--	--	26.2	26.2	5.5	9	67	0	0	2.7
BA												
DAKOTA STATE U (1)	48.8	40.2	36.2	21.8	--	*35.1	--	51	35	31	19	6.5
BA+												
BLACK HILLS STATE U (1)	39.9	35.8	31.7	24.4	--	32.9	--	110	27	35	0	6.4
NORTHERN STATE U (1)	45.5	34.1	31.5	31.0	--	35.5	--	99	28	51	5	6.6
OGLALA LAKOTA C (4)	--	--	--	--	--	+	--	31	--	--	--	--
SINTE GLESKA U (3)	--	--	--	--	--	--	--	--	--	--	--	--
DOCTORAL												
SOUTH DAKOTA SCHL OF MINES & TECHN (1)	50.4	42.6	37.6	26.0	--	*44.5	--	101	17	50	0	7.7
SOUTH DAKOTA STATE U (1)	45.8	38.8	34.3	30.0	--	38.2	0.4	280	38	51	24	7.0
U OF SOUTH DAKOTA (1)	50.2	39.4	34.6	24.7	--	38.0	-0.3	278	40	46	13	7.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Independent Institutions												
AA												
KILIAN CC (1)	--	--	--	--	+	+	20.0	3	67	0	0	3.3
BA												
PRESENTATION C (1)	--	+	31.3	--	--	*31.3	1.9	18	67	61	0	6.6
BA+												
AUGUSTANA C (1)	45.3	40.3	35.1	29.4	--	39.0	3.5	121	31	63	0	9.4
DAKOTA WESLEYAN U (1)	33.2	29.7	24.0	--	--	*27.8	--	34	38	41	6	7.2
MOUNT MARTY C (1)	34.5	30.2	28.7	24.6	--	29.6	--	37	51	32	5	4.4
U OF SIOUX FALLS (1)	40.5	32.9	31.4	--	+	*34.0	3.6	37	27	62	0	8.7
DOCTORAL												
NORTH AMERICAN BAPTIST SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--

TENNESSEE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng (%)	# of Fac. (#)	% Fem (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Public Institutions												
AA												
CHATTANOOGA STATE TECH CC (1)	49.5	40.6	33.0	26.4	+	*37.0	--	142	54	63	26	0.9
CLEVELAND STATE CC (1)	47.6	40.5	35.3	29.6	--	*36.1	--	76	46	58	4	8.3
COLUMBIA STATE CC (1)	51.6	43.1	37.4	31.3	--	*36.9	--	87	59	61	8	8.8
DYERSBURG STATE CC (1)	44.8	38.1	32.5	29.2	--	*35.9	--	41	54	56	13	9.0
JACKSON STATE CC (1)	41.1	36.7	31.6	29.6	--	*35.1	--	72	50	56	21	8.0
MOTLOW STATE CC (1)	53.6	41.8	36.0	29.6	--	*36.0	--	72	56	47	9	9.3
NASHVILLE STATE TECH INST (1)	47.0	37.7	28.2	30.0	--	35.1	--	97	47	54	11	8.9
NORTHEAST STATE TECH CC (1)	+	35.3	31.0	27.6	--	*30.5	--	75	44	32	19	8.0
PELLISSIPPI STATE TECH CC (1)	43.7	37.8	32.7	27.1	--	34.1	--	151	60	60	3	8.1
ROANE STATE CC (1)	48.9	38.8	34.2	30.6	--	*38.5	--	127	53	76	6	9.0
SHELBY STATE CC (1)	42.6	37.2	30.4	27.9	--	*34.9	--	121	55	61	8	7.4
STATE TECH INST AT MEMPHIS (1)	+	37.4	31.7	28.8	--	*32.4	--	62	65	48	61	7.5
VOLUNTEER STATE CC (1)	46.2	39.6	29.8	24.9	--	34.9	0.0	95	48	55	22	6.5
WALTERS STATE CC (1)	47.9	39.6	31.0	26.8	--	*38.4	--	104	53	54	15	8.9
BA+												
AUSTIN PEAY STATE U (1)	55.6	41.8	34.7	--	--	*43.8	--	250	36	58	9	10.1
U OF TENNESSEE-CHATTANOOGA (1)	55.6	45.4	38.9	25.0	--	*47.2	--	275	34	65	4	12.4
U OF TENNESSEE-MARTIN (1)	52.5	43.6	36.6	30.6	--	45.3	2.2	197	34	64	10	13.3
DOCTORAL												
EAST TENNESSEE STATE U (1)	56.3	45.9	40.4	31.0	--	46.7	3.4	363	35	68	18	11.1
MIDDLE TENNESSEE STATE U (1)	58.0	44.5	36.5	28.4	--	44.3	1.4	677	37	62	3	10.7
TENNESSEE STATE U (1)	55.8	48.0	38.8	34.2	--	*47.8	--	265	34	73	15	11.4
TENNESSEE TECHNOLOGICAL U (1)	50.0	45.5	37.6	27.4	--	49.1	3.4	362	24	83	2	12.3
U OF MEMPHIS (1)	62.9	46.8	40.7	25.7	--	*49.9	--	690	30	72	6	--
U OF TENNESSEE-KNOXVILLE (1)	65.6	51.3	43.4	29.2	--	*56.3	--	1,049	25	75	19	15.0
U OF TENNESSEE-MEMPHIS (1)	--	--	--	--	--	--	--	0	--	--	100	--
Independent Institutions												
AA												
FORT SANDERS SCHL OF NURSING (1)	--	--	--	--	30.2	*30.2	--	9	78	0	31	7.3
HIWASSEE C (1)	27.7	+	21.1	--	--	*25.2	-0.0	17	47	65	0	5.1
BA												
AMERICAN BAPTIST C (3)	--	--	--	--	--	--	--	--	--	--	--	--

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AQUINAS C (1)	--	--	--	--	32.0	32.0	11.8	22	73	0	0	7.6
BRYAN C (1)	32.3	27.9	25.7	--	--	*28.8	0.5	30	13	43	0	8.7
CRICHTON C (1)	37.6	+	+	--	--	*37.6	4.9	10	30	0	33	--
FREE WILL BAPTIST BIBLE C (1)	--	--	--	--	29.0	*29.0	--	19	11	0	0	6.0
KING C (1)	32.1	28.9	26.8	--	--	*29.5	--	37	35	0	0	7.4
KNOXVILLE C (1)	+	25.9	25.3	22.3	--	*25.0	--	26	35	8	10	--
LAMBUTH U (1)	33.1	30.2	29.0	--	--	*30.5	-0.8	45	33	51	0	8.5
LANE C (1)	33.4	22.8	26.9	22.2	--	*26.0	--	42	45	19	0	3.3
MARTIN METHODIST C (1)	28.6	+	+	--	--	*28.6	12.5	18	44	61	10	7.9
MARYVILLE C (1)	49.2	39.9	33.5	26.1	--	38.1	-4.0	57	51	54	0	7.9
O'MORE C OF DESIGN (1)	--	--	--	--	25.3	25.3	-1.5	4	100	0	20	1.9
TENNESSEE WESLEYAN C (1)	29.8	26.1	24.3	21.0	--	*25.8	--	28	39	43	7	5.2
BA+												
BELMONT U (1)	49.2	40.7	36.9	29.4	--	40.2	7.7	135	43	48	15	9.2
BETHEL C (4)	--	--	--	--	--	+	--	25	--	--	--	--
CARSON-NEWMAN C (1)	43.8	38.9	32.5	27.3	--	35.9	5.0	105	38	59	13	7.9
CHRISTIAN BROTHERS U (1)	43.9	21.3	34.1	--	--	*31.9	-14	97	26	58	1	9.0
CUMBERLAND U (1)	32.1	31.7	28.3	21.9	--	*26.7	--	49	57	0	26	4.4
DAVID LIPSCOMB U (1)	49.7	40.5	33.2	28.5	--	40.0	1.8	107	20	50	0	8.7
FISK U (1)	44.9	39.1	31.8	26.4	--	*35.0	--	60	42	52	0	--
FREED-HARDEMAN U (1)	45.3	39.0	33.2	24.1	--	*34.9	--	73	29	49	12	8.2
JOHNSON BIBLE C (1)	33.6	31.7	+	--	--	*32.9	11.5	20	15	0	0	12.4
LE MOYNE-OWEN C (1)	38.2	31.1	27.6	23.3	--	30.0	--	50	42	34	0	1.6
LEE C (1)	40.1	34.9	32.7	27.1	--	33.0	3.4	84	31	44	3	7.5
LINCOLN MEMORIAL U (1)	30.6	31.5	29.8	25.1	--	*29.2	--	67	51	0	7	5.1
MEMPHIS C OF ART (1)	33.8	+	29.0	--	--	*32.2	4.7	14	21	0	0	--
MILLIGAN C (1)	44.7	35.8	32.5	--	--	36.8	7.7	61	44	51	2	6.2
RHODES C (1)	66.0	46.8	39.1	35.6	--	46.5	2.6	115	35	52	1	11.8
SOUTHERN ADVENTIST U (1)	+	+	+	--	--	+	6.2	6	50	0	94	10.1
TENNESSEE TEMPLE U (1)	+	19.4	20.9	--	--	*20.2	0.7	27	33	100	16	3.3
TREVECCA NAZARENE U (1)	41.8	37.0	30.8	27.2	--	*37.3	--	57	30	40	12	6.8
TUSCULUM C (1)	40.9	35.4	33.9	--	--	*35.8	--	32	34	16	0	6.0
UNION U (1)	45.3	38.1	35.6	33.1	--	*37.6	--	108	42	23	0	10.2
DOCTORAL												
EMMANUEL SCHL OF RELIGION (1)	34.3	+	+	--	--	*34.3	--	9	0	67	0	23.4
HARDING U GRAD SCHL OF RELIGION (1)	--	--	--	--	--	--	--	--	--	--	--	--
MEHARRY MED C (1)	--	--	--	--	--	--	--	0	--	--	100	--
MEMPHIS THEOL SEM (1)	47.7	+	+	--	--	*47.7	3.5	10	30	30	0	5.4
MID AMERICA BAPTIST SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
U OF THE SOUTH (1)	65.3	47.1	38.0	--	--	*54.6	3.3	111	23	68	0	15.9
VANDERBILT U (1)	89.3	59.2	46.2	30.4	--	*67.8	--	654	25	63	8	16.2

TEXAS

Public Institutions

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
AA												
ALVIN CC (1)	--	--	--	--	40.7	40.7	10.2	56	45	80	34	6.8
AMARILLO C (1)	42.7	39.6	36.9	32.3	--	36.8	-1.3	175	48	43	22	7.3
ANGELINA C (1)	--	--	--	--	40.6	40.6	-0.2	93	55	86	0	6.9
AUSTIN CC (1)	--	--	--	--	42.0	42.0	2.6	240	45	100	19	7.4

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BFE COUNTY C (1)	--	--	--	--	32.2	32.2	0.5	58	57	0	37	6.1
BLINN C (1)	--	--	--	--	38.5	38.5	2.5	120	47	0	15	10.7
BRAZOSPORT C (1)	54.6	+	30.4	29.8	--	*39.8	-2.0	29	41	59	53	--
BROOKHAVEN C (1)	--	--	--	--	55.2	55.2	2.4	87	52	0	0	8.5
CEDAR VALLEY C (1)	--	--	--	--	54.4	54.4	0.9	45	36	0	17	8.6
CENTRAL TEXAS C (1)	--	--	--	--	39.6	39.6	2.9	68	60	0	46	7.4
CISCO JR C (1)	--	--	--	--	30.9	30.9	2.6	45	29	56	27	5.5
CLARENDON C (1)	--	--	--	--	32.8	32.8	4.6	20	25	20	13	5.6
C OF THE MAINLAND (1)	42.2	+	+	--	--	*42.2	2.2	13	62	69	84	--
COLLIN COUNTY CC-CENTRAL PARK (1)	--	--	--	--	36.3	36.3	3.4	145	50	0	2	7.5
COLLIN COUNTY CC-SPRING CREEK (1)	--	--	--	--	--	--	--	--	--	--	--	--
DEL MAR C (1)	48.0	41.4	35.7	30.7	--	40.1	0.3	239	49	79	11	9.9
EASTFIELD C (1)	--	--	--	--	60.5	60.5	1.3	91	33	0	0	8.8
EL CENTRO C (1)	--	--	--	--	54.3	54.3	1.9	118	64	0	2	8.4
EL PASO CC (1)	--	--	--	--	41.4	41.4	1.4	305	48	67	8	7.7
FRANK PHILLIPS C (1)	--	--	--	--	35.0	35.0	3.6	25	60	0	7	2.0
GALVESTON C (1)	44.8	38.3	36.7	31.9	--	*37.9	2.5	46	50	70	4	9.2
GRAYSON COUNTY C (1)	--	--	--	--	37.8	37.8	2.9	81	48	0	16	9.0
HILL C (1)	--	--	--	--	31.2	31.2	2.8	63	44	22	0	5.8
HOUSTON CC SYSTEM (1)	--	--	--	--	37.1	37.1	7.3	369	49	11	37	5.3
HOWARD COUNTY JR C DISTRICT (1)	43.0	36.5	31.7	28.6	--	33.0	2.9	66	53	9	33	7.4
KILGORE C (1)	--	--	--	--	38.3	38.3	14.3	124	54	0	24	5.8
LAMAR U-ORANGE (1)	+	+	28.9	27.8	--	*28.3	--	34	56	32	11	5.8
LAMAR U-PORT ARTHUR (1)	+	--	+	31.1	--	*31.1	1.8	45	62	42	22	6.1
LAREDO CC (1)	--	--	--	--	38.2	38.2	3.1	162	44	73	10	12.3
LEE C (1)	--	--	--	--	38.3	38.3	3.5	136	45	0	12	17.0
MCLENNAN CC (1)	--	--	--	--	42.4	42.4	2.0	140	51	77	10	6.4
MIDLAND C (1)	--	--	--	--	38.4	38.4	1.9	64	34	0	19	9.9
MOUNTAIN VIEW C (1)	--	--	--	--	59.8	59.8	1.3	67	31	0	0	8.8
NAVARRO C (1)	--	--	--	--	35.4	35.4	4.0	53	45	0	35	8.2
NORTH CENTRAL TEXAS C (1)	--	--	--	--	31.7	31.7	-4.1	74	41	0	14	10.7
NORTH HARRIS MONTGOMERY CC DISTRICT (1)	42.4	35.1	33.1	--	--	40.7	--	285	48	0	16	8.0
NORTH LAKE C (1)	--	--	--	--	55.2	55.2	3.3	69	38	0	0	8.7
NORTHEAST TEXAS CC (1)	--	--	--	--	37.4	37.4	0.4	41	37	0	13	7.4
ODESSA C (1)	45.0	36.9	35.1	32.1	--	37.0	-0.9	86	47	24	25	6.1
PALO ALTO C (1)	--	41.0	37.1	34.9	--	36.3	--	76	46	54	14	9.9
PANOLA C (1)	--	--	--	--	34.7	34.7	-0.4	46	57	11	26	8.0
PARIS JR C (1)	--	--	--	--	32.8	32.8	-0.1	46	54	43	25	5.4
RICHLAND C (1)	--	--	--	--	59.2	59.2	1.3	134	45	0	0	8.7
SAN ANTONIO C (1)	49.2	44.0	39.7	32.7	--	*42.7	--	389	44	76	6	11.2
SAN JACINTO C-CENTRAL CAMPUS (1)	--	--	--	--	37.7	37.7	3.2	398	53	0	8	6.3
SAN JACINTO C-NORTH CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
SAN JACINTO C-SOUTH CAMPUS (1)	--	--	--	--	--	--	--	--	--	--	--	--
SOUTH PLAINS C (1)	43.6	37.7	32.4	27.0	--	*33.3	--	193	45	72	9	5.9
SOUTHWEST TEXAS JR C (1)	--	--	--	--	38.1	38.1	1.1	64	39	55	11	6.2
ST PHILIPS C (1)	48.1	44.3	39.4	33.7	--	*38.9	--	156	42	76	7	10.1
TARRANT COUNTY JR C (1)	46.0	43.8	42.1	35.6	--	*41.9	--	427	49	63	8	9.1
TEMPLE C (1)	--	--	--	--	39.6	39.6	2.4	55	49	82	25	8.5
TEXARKANA C (1)	42.1	36.4	34.3	32.9	--	38.4	1.7	70	54	90	32	6.1

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
TEXAS SOUTHMOST C (1)	--	--	--	--	--	--	--	--	--	--	--	--
TEXAS STATE TECH C-HARLINGEN CAMPUS (1)	--	--	--	--	26.4	26.4	-2.9	23	30	0	83	8.4
TEXAS STATE TECH C-SWEETWATER CAMPUS (1)	--	--	--	--	--	--	--	0	--	--	100	--
TEXAS STATE TECH C-WACO CAMPUS (1)	--	--	--	--	30.9	30.9	12.6	30	20	0	88	7.2
TRINITY VALLEY CC (1)	--	--	--	--	37.2	37.2	1.8	85	45	0	26	9.8
TYLER JR C (1)	--	--	--	--	35.7	35.7	1.0	167	55	0	15	7.5
VERNON REGIONAL JR C (1)	--	--	--	--	32.9	32.9	2.1	33	48	0	40	28.3
VICTORIA C (1)	--	--	--	--	39.7	39.7	0.9	82	43	61	20	9.7
WEATHERFORD C (1)	--	--	--	--	36.9	36.9	3.0	43	49	7	23	6.2
WESTERN TEXAS C (1)	39.3	34.6	32.0	29.5	+	*34.3	-0.4	33	27	0	20	6.9
WHARTON COUNTY JR C (1)	--	--	--	--	36.0	36.0	2.5	66	38	0	38	8.9
BA												
TEXAS A&M U-GALVESTON (1)	51.7	39.4	39.2	28.9	--	*37.7	--	38	11	47	28	9.9
U OF HOUSTON-DOWNTOWN (1)	52.2	42.8	36.3	29.0	--	*38.4	--	157	48	48	5	8.9
BA+												
ANGELO STATE U (1)	49.8	42.7	36.9	26.5	--	39.6	-0.1	195	36	54	1	10.8
MIDWESTERN STATE U (1)	52.2	44.5	39.2	29.9	--	42.3	3.7	171	38	50	5	9.8
PRAIRIE VIEW A&M U (1)	46.9	40.9	36.9	31.3	--	*37.3	--	196	38	36	16	9.7
SUL ROSS STATE U (1)	53.3	45.0	34.9	30.7	--	41.3	3.5	94	22	43	11	10.4
TARLETON STATE U (1)	48.0	41.7	35.6	29.0	--	36.6	6.4	179	37	39	12	9.6
TEXAS A&M INT'L U (1)	51.0	47.2	37.2	--	--	*41.1	2.3	93	28	22	13	10.2
TEXAS A&M U-TEXARKANA (1)	52.8	+	41.7	--	--	*51.4	--	29	31	79	0	11.4
TEXAS TECH U HLTH SCIENCES CTR (1)	--	+	--	--	--	+	--	1	100	0	99	9.7
THE U OF TEXAS AT BROWNSVILLE (1)	48.0	42.1	37.3	33.0	--	39.1	0.8	192	43	60	12	10.1
THE U OF TEXAS AT TYLER (1)	52.7	43.1	38.1	31.5	--	41.9	-0.9	144	45	54	2	10.3
THE U OF TEXAS OF THE PERMIAN BASIN (1)	49.4	49.8	36.3	34.4	--	*40.9	--	80	38	40	0	6.5
U OF HOUSTON-CLEAR LAKE (1)	60.7	51.6	41.9	32.8	--	*49.4	--	167	37	62	2	11.5
U OF HOUSTON-VICTORIA (1)	53.9	45.0	39.2	--	--	44.7	--	35	37	46	8	8.3
WEST TEXAS A&M U (1)	43.2	42.0	35.5	29.5	--	36.9	0.5	192	40	51	4	8.9
DOCTORAL												
LAMAR U-BEAUMONT (1)	49.7	39.9	35.4	34.4	--	39.4	7.1	331	34	61	6	6.5
SAM HOUSTON STATE U (1)	54.2	43.5	36.2	33.6	--	*44.8	--	363	30	68	4	7.0
SOUTHWEST TEXAS STATE U (1)	54.2	44.3	36.9	29.8	--	42.9	6.8	592	39	60	5	9.5
STEPHEN F AUSTIN STATE U (1)	50.0	40.3	36.7	28.5	--	40.4	6.7	349	36	60	9	9.2
TEXAS A&M U (1)	63.6	46.4	40.6	25.8	--	48.1	3.7	668	24	67	55	11.3
TEXAS A&M U-CORPUS CHRISTI (1)	52.1	45.6	37.7	29.4	--	*44.4	4.2	191	38	41	9	10.8
TEXAS A&M U-KINGSVILLE (4)	--	--	--	--	--	+	--	189	--	--	--	--
TEXAS A&M U-COMMERCE (1)	55.4	43.7	45.3	57.2	--	*49.8	--	230	33	57	7	11.8
TEXAS SOUTHERN U (1)	57.8	24.1	35.7	30.3	--	37.2	-17	296	39	67	6	13.7
TEXAS TECH U (1)	68.0	47.6	38.5	28.9	--	50.6	3.9	763	26	63	3	11.3
TEXAS WOMAN'S U (1)	57.8	45.2	38.3	31.9	--	*44.3	4.3	384	75	51	0	10.7
THE U OF TEXAS AT ARLINGTON (1)	67.8	48.8	41.0	23.2	--	*47.0	--	673	30	59	0	12.1
THE U OF TEXAS AT AUSTIN (1)	79.6	51.6	47.6	40.6	--	63.8	5.7	2,056	26	71	0	13.1
THE U OF TEXAS AT DALLAS (1)	71.0	52.6	50.1	--	--	60.4	3.4	218	15	76	0	14.0
THE U OF TEXAS AT EL PASO (1)	53.6	42.1	37.0	27.7	--	*42.2	--	453	28	57	0	10.6
THE U OF TEXAS AT SAN ANTONIO (1)	57.7	46.8	39.7	38.2	--	*47.1	4.7	365	28	64	0	12.3
THE U OF TEXAS HLTH SCIENCE CTR (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE U OF TEXAS HLTH SCIENCE-SAN ANTONIO (1)	+	52.4	41.6	28.2	+	*43.2	2.7	54	94	37	86	9.8
THE U OF TEXAS MED BRANCH-GALVESTON (1)	--	--	--	--	--	--	--	0	--	--	100	--

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THE U OF TEXAS SOUTHWEST MED CTR-DALLAS (1)	--	+	--	--	--	+	--	1	0	100	98	10.8
THE U OF TEXAS-PAN AMERICAN (1)	58.0	47.1	38.8	31.9	--	42.5	1.9	379	35	49	0	11.4
U OF HOUSTON-U PARK (4)	--	--	--	--	--	+	--	836	--	--	--	--
U OF NORTH TEXAS (1)	61.5	47.8	40.9	31.1	--	*48.8	--	735	27	64	0	9.5
Independent Institutions												
AA												
JACKSONVILLE C-MAIN CAMPUS (1)	--	--	--	--	22.9	22.9	-1.5	8	50	0	38	4.5
LON MORRIS C (1)	+	+	28.2	24.1	--	*26.8	7.5	24	42	13	4	--
BA												
AMBASSADOR U (1)	44.4	38.1	+	27.9	--	*34.9	3.4	24	13	0	29	--
ARLINGTON BAPTIST C (1)	--	--	--	--	--	--	--	0	--	--	100	--
DALLAS CHRISTIAN C (1)	28.3	--	--	--	--	*28.3	--	5	40	0	0	7.5
HOWARD PAYNE U (1)	36.7	32.0	29.3	25.5	--	*31.8	--	62	35	18	33	9.0
HUSTON-TILLOTSON C (1)	34.9	32.1	28.1	28.1	--	30.9	--	39	44	15	0	5.7
JARVIS CHRISTIAN C (4)	--	--	--	--	--	+	--	37	--	--	--	--
MCMURRY U (1)	41.3	35.5	32.5	30.8	--	*36.4	--	71	28	61	0	7.6
NORTHWOOD U (1)	+	32.5	+	--	--	*32.5	8.7	11	36	0	0	9.2
PAUL QUINN C (1)	+	+	27.8	22.2	+	*24.2	--	33	36	0	13	2.5
SCHREINER C (4)	--	--	--	--	--	+	--	29	--	--	--	--
SOUTHWESTERN CHRISTIAN C (1)	--	18.3	+	--	--	*18.3	6.6	14	21	100	0	--
SOUTHWESTERN U (1)	65.1	51.1	40.8	34.5	--	*50.8	--	90	39	58	2	11.9
TEXAS CHIROPRACTIC C (1)	--	--	--	--	--	--	--	0	--	--	100	--
TEXAS C (1)	30.9	24.1	19.9	--	--	*25.4	10.7	20	40	15	5	4.4
TEXAS LUTHERAN C (1)	46.9	36.1	31.9	--	--	*38.7	--	57	30	74	0	9.0
WILEY C (1)	--	32.4	27.8	23.7	--	27.8	3.8	25	32	0	24	3.8
BA+												
AMBER U (1)	--	--	--	--	--	--	--	0	--	--	100	--
AUSTIN C (1)	56.2	43.0	34.9	--	--	*45.0	--	85	29	64	2	11.5
CONCORDIA U AT AUSTIN (1)	--	--	--	--	--	--	--	0	--	--	100	--
CRISWELL C (1)	--	--	--	--	--	--	--	0	--	--	100	--
DALLAS BAPTIST U (1)	43.7	41.1	36.5	--	--	*40.1	3.3	48	40	13	29	8.8
EAST TEXAS BAPTIST U (1)	41.6	37.1	32.6	32.2	--	*35.8	--	63	32	17	5	9.0
EPISCOPAL THEOL SEM OF THE SOUTHWEST (1)	--	--	--	--	--	--	--	0	--	--	100	--
HARDIN-SIMMONS U (1)	43.2	38.5	32.8	27.1	--	36.9	2.9	88	34	56	23	10.0
HOUSTON BAPTIST U (1)	41.4	38.3	32.3	28.5	--	*37.2	--	86	47	1	23	6.2
LETOURNEAU U (1)	43.8	35.7	35.3	30.0	--	*37.8	2.6	56	13	55	0	10.8
LUBBOCK CHRISTIAN U (1)	38.4	32.4	28.7	28.3	--	*32.1	--	62	29	34	0	5.9
SAINT EDWARDS U (1)	49.1	42.0	35.0	--	--	*41.3	--	91	38	40	2	7.0
SOUTHWESTERN ADVENTIST C (1)	--	+	30.3	--	--	*30.3	--	4	100	0	90	8.4
SOUTHWESTERN ASSEMBLIES OF GOD U (1)	36.0	32.3	28.6	25.6	--	*30.6	--	35	40	40	0	4.4
TEXAS WESLEYAN U (1)	57.8	59.1	34.2	23.2	--	49.4	--	114	34	54	0	7.8
TRINITY U (1)	76.7	52.6	41.2	--	--	62.6	3.8	212	25	82	0	15.0
U OF CENTRAL TEXAS (1)	+	--	--	--	--	+	--	1	0	0	95	9.7
U OF MARY HARDIN BAYLOR (1)	45.3	35.4	32.2	27.1	--	*37.5	--	84	50	33	14	8.7
U OF THE INCARNATE WORD (1)	44.6	41.8	35.7	30.5	+	*39.0	4.5	107	55	44	14	7.5
WAYLAND BAPTIST U (1)	38.3	32.8	29.0	--	--	*31.8	5.4	42	33	0	45	--
DOCTORAL												
ABILENE CHRISTIAN U (1)	48.8	41.7	36.8	27.0	--	41.9	2.8	186	23	62	0	10.6

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AUSTIN PRESBYTERIAN THEOL SEM (1)	61.7	53.6	47.2	--	--	*54.6	4.1	16	31	56	0	12.7
BAYLOR C OF DENTISTRY (1)	--	--	--	--	--	--	--	0	--	--	100	--
BAYLOR U (1)	67.1	51.4	41.3	32.5	--	*51.3	--	606	33	54	0	13.5
DALLAS THEOL SEM (1)	47.5	40.0	35.6	--	--	*44.7	--	39	3	69	0	10.3
OBLATE SCHL OF THEOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
OUR LADY OF THE LAKE U-SAN ANTONIO (1)	55.3	48.2	36.4	30.3	--	*42.8	--	97	49	22	11	6.5
RICE U (1)	89.0	59.3	50.4	35.8	+	*72.8	--	435	19	74	0	17.0
SOUTHERN METHODIST U (1)	81.7	55.8	46.6	28.2	--	*59.7	--	493	26	66	0	14.5
SOUTHWESTERN BAPTIST THEOL SEM (1)	--	--	--	--	--	--	--	0	--	--	100	--
ST MARYS U (1)	72.1	52.7	40.3	--	--	*56.9	4.0	180	28	45	0	9.7
TEXAS CHRISTIAN U (1)	72.5	52.6	45.6	39.5	--	56.2	--	346	35	68	0	12.7
U OF DALLAS (1)	48.0	41.4	34.6	--	28.1	*39.6	0.0	84	24	63	19	9.5
U OF SAINT THOMAS (1)	59.7	46.3	40.5	--	--	*48.4	--	114	36	51	0	8.4
UTAH												
Public Institutions												
AA												
C OF EASTERN UTAH (1)	--	--	--	--	36.4	36.4	4.4	70	24	46	10	12.5
DIXIE C (1)	--	--	--	--	39.3	39.3	4.4	69	28	52	0	14.2
SALT LAKE CC (1)	42.0	37.7	33.9	31.8	--	35.6	2.9	313	44	39	1	13.1
SNOW C (1)	47.0	39.6	33.3	28.9	--	*36.4	--	84	23	50	0	14.3
BA												
UTAH VALLEY STATE C (1)	40.2	38.3	36.7	33.5	--	37.4	3.7	226	32	50	1	13.7
BA+												
SOUTHERN UTAH U (1)	52.1	41.0	34.1	27.0	--	*38.3	--	169	28	41	2	13.9
WEBER STATE U (1)	49.8	40.1	37.2	30.3	33.4	*42.0	--	412	35	58	4	13.7
DOCTORAL												
U OF UTAH (1)	70.4	49.5	42.0	33.7	--	56.2	--	846	27	68	7	16.7
UTAH STATE U (1)	53.0	44.6	38.5	31.8	--	43.5	3.6	468	30	56	35	15.1
Independent Institutions												
AA												
LATTER DAY SAINTS BUSINESS C (4)	--	--	--	--	--	+	--	12	--	--	--	--
BA+												
WESTMINSTER C OF SALT LAKE CITY (1)	47.9	39.5	34.5	30.0	--	*39.5	--	80	49	0	0	10.6
DOCTORAL												
BRIGHAM YOUNG U (1)	64.8	49.2	42.3	33.4	36.2	51.7	2.6	1,044	18	64	25	15.0
VERMONT												
Public Institutions												
BA												
VERMONT TECH C (1)	43.5	37.2	30.1	--	--	*37.0	--	53	26	66	16	12.9
BA+												
CASTLETON STATE C (1)	46.9	37.6	32.3	--	--	38.4	--	86	36	66	2	12.9
JOHNSON STATE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
LYNDON STATE C (1)	47.1	38.2	27.8	--	--	38.8	0.5	61	26	66	0	13.7
DOCTORAL												
U OF VERMONT & STATE AGRL COLL (1)	64.8-	49.0	39.7	33.6	37.5	*49.7	--	513	36	64	6	13.6

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Independent Institutions												
AA												
LANDMARK C (1)	--	+	23.4	17.7	--	*20.0	--	37	65	0	61	6.1
STERLING C (1)	--	--	--	--	17.8	*17.8	--	4	25	0	33	4.1
BA												
CHAMPLAIN C (4)	--	--	--	--	--	+	--	49	--	--	--	--
GREEN MOUNTAIN C (1)	44.2	35.6	+	26.6	--	*37.7	-0.3	34	38	0	0	9.0
SOUTHERN VERMONT C (4)	--	--	--	--	--	+	--	27	--	--	--	--
BA+												
BENNINGTON C (1)	--	--	--	--	39.2	39.2	1.3	38	32	26	0	7.8
C OF SAINT JOSEPH (1)	+	30.7	26.9	--	--	*28.0	--	12	33	0	8	8.7
GODDARD C (1)	--	--	--	--	--	--	--	0	--	--	100	--
MARLBORO C (1)	--	--	--	--	33.7	33.7	12.8	30	33	70	0	--
NORWICH U (1)	47.2	37.2	33.5	--	--	*41.2	--	144	28	78	0	10.4
SAINT MICHAELS C (1)	55.3	44.6	36.9	29.7	--	44.0	--	138	34	68	0	13.8
SCHL FOR INT'L TRAINING (1)	+	+	+	--	--	+	18.1	6	50	0	83	7.2
TRINITY C OF VERMONT (1)	46.4	39.1	33.4	--	--	39.0	--	37	57	0	12	7.7
DOCTORAL												
MIDDLEBURY C (1)	74.0	51.3	41.1	44.4	--	*56.2	--	201	36	53	0	14.9
VIRGINIA												
Public Institutions												
AA												
BLUE RIDGE CC (1)	45.0	40.7	33.7	31.3	--	*38.0	--	38	45	8	3	9.1
CENTRAL VIRGINIA CC (1)	46.3	41.3	36.8	--	--	*41.4	--	60	40	13	0	9.7
DABNEY S LANCASTER CC (1)	+	41.4	33.9	31.8	--	*36.1	--	26	46	19	0	8.9
DANVILLE CC (1)	46.7	38.7	35.4	29.9	--	*37.9	--	51	25	16	0	9.1
EASTERN SHORE CC (1)	--	38.9	34.4	--	--	*37.2	2.7	14	36	7	7	8.7
GERMANNA CC (1)	44.5	40.2	34.0	29.1	--	37.6	1.3	43	53	2	2	9.1
J SARGEANT REYNOLDS CC (1)	46.5	41.8	35.3	32.1	--	39.7	2.7	143	46	0	0	9.4
JOHN TYLER CC (1)	44.3	39.0	34.0	32.3	--	*37.2	--	62	53	11	0	9.1
LORD FAIRFAX CC (1)	41.6	37.0	33.7	29.9	--	*35.7	--	39	38	0	0	8.8
MOUNTAIN EMPIRE CC (1)	41.7	38.5	34.5	32.6	--	*37.5	--	47	34	0	0	9.0
NEW RIVER CC (1)	44.0	43.3	35.0	31.3	--	*37.1	--	58	48	7	0	9.1
NORTHERN VIRGINIA CC (1)	47.7	42.1	37.6	34.0	--	41.7	1.7	487	51	7	0	9.8
PATRICK HENRY CC (1)	40.5	37.9	33.3	--	--	*35.6	1.9	38	53	0	0	8.8
PAUL D CAMP CC (1)	+	38.4	37.3	30.9	--	*37.1	1.5	23	39	0	0	9.1
PIEDMONT VIRGINIA CC (1)	44.2	39.4	34.6	--	--	*39.9	--	49	49	0	2	9.4
RAPPAHANNOCK CC (1)	+	42.0	34.8	29.5	+	*36.6	2.0	28	46	0	0	9.0
RICHARD BLAND C OF WILLIAM & MARY (1)	46.6	41.3	+	--	--	*42.9	4.6	34	41	88	0	9.7
SOUTHSIDE VIRGINIA CC (1)	+	37.7	35.2	29.4	--	*34.8	--	48	40	0	8	8.7
SOUTHWEST VIRGINIA CC (1)	43.1	42.5	36.7	30.6	--	*38.3	--	62	35	11	21	9.3
THOMAS NELSON CC (1)	46.9	39.9	34.7	30.8	--	37.7	--	105	52	9	0	9.1
TIDEWATER CC (1)	42.9	39.6	33.6	29.3	+	*37.6	--	229	43	2	9	9.1
VIRGINIA HIGHLANDS CC (1)	40.4	39.8	34.6	--	--	*38.5	--	50	48	6	2	9.2
VIRGINIA WESTERN CC (1)	43.5	40.7	36.8	--	--	*39.7	--	83	48	14	6	9.4
WYTHEVILLE CC (1)	41.3	40.0	34.0	28.9	--	36.6	1.7	49	53	14	0	8.9
BA												
U OF VIRGINIA-CLINCH VALLEY C (1)	49.5	42.0	36.1	--	--	*41.8	6.7	52	37	54	7	9.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
VIRGINIA MILITARY INST (1)	58.5	43.4	37.9	31.8	--	*49.9	1.2	100	8	68	1	12.7
BA+												
CHRISTOPHER NEWPORT U (1)	56.1	49.0	39.0	33.5	--	45.8	1.3	166	33	52	0	11.1
LONGWOOD C (1)	56.6	46.8	38.7	34.7	--	*46.1	--	158	42	68	0	10.7
MARY WASHINGTON C (1)	54.5	45.1	36.1	35.1	--	*45.3	--	166	37	67	2	10.3
RADFORD U (1)	52.6	41.7	37.1	26.9	--	43.4	-0.6	361	42	61	0	9.6
VIRGINIA STATE U (1)	49.0	46.6	41.2	34.0	+	*43.8	--	143	33	48	13	9.3
DOCTORAL												
C OF WILLIAM & MARY (1)	72.6	52.1	40.6	31.2	--	55.1	1.2	443	30	60	12	12.8
GEORGE MASON U (1)	81.6	56.7	46.2	36.5	--	61.7	3.8	627	34	67	12	12.9
JAMES MADISON U (1)	56.1	48.0	39.3	31.6	--	47.7	1.8	521	34	65	7	11.8
NORFOLK STATE U (1)	53.6	47.2	37.7	31.7	--	*44.0	--	277	44	32	13	11.4
OLD DOMINION U (1)	65.2	49.2	41.1	34.8	--	48.1	2.6	570	33	58	9	11.8
U OF VIRGINIA-MAIN CAMPUS (1)	77.0	53.3	45.1	37.8	--	61.0	2.5	840	25	67	16	14.1
VIRGINIA COMMONWEALTH U (1)	67.1	52.5	42.0	29.1	--	53.7	--	493	32	71	33	12.0
VIRGINIA POLYTECH INST & STATE UNIV (1)	71.5	51.0	46.1	25.8	--	55.6	0.4	917	24	73	35	12.0
Independent Institutions												
AA												
JOHNSON & WALES U-NORFOLK (1)	--	+	+	27.5	--	*27.5	--	13	23	0	0	7.2
BA												
BLUEFIELD C (1)	39.0	34.9	29.7	--	--	*32.7	0.6	36	28	0	0	--
BRIDGEWATER C (1)	50.7	42.3	37.3	--	--	*43.3	3.4	64	27	78	4	10.5
CHRISTENDOM C (1)	+	36.1	30.6	--	--	*33.1	-11	12	17	0	0	12.6
COMMUNITY HOSP OF ROANOKE VALLEY COLL OF HLTH SCI (1)	+	+	32.3	27.7	--	*31.2	--	17	88	0	45	6.1
EMORY & HENRY C (1)	53.6	41.0	32.9	--	--	*40.8	--	58	29	64	0	8.1
FERRUM C (1)	43.8	35.8	31.5	24.6	--	*36.9	--	70	41	74	1	8.3
HAMPDEN-SYDNEY C (1)	59.8	42.8	36.6	28.0	--	*45.3	--	86	22	59	0	9.7
RANDOLPH-MACON C (4)	--	--	--	--	--	+	--	93	--	--	--	--
RANDOLPH-MACON WOMAN'S C (1)	54.5	44.5	36.9	31.1	--	45.7	--	69	51	71	0	--
ROANOKE C (1)	54.2	44.6	35.5	--	--	44.3	2.2	94	37	78	0	11.1
SAINT PAULS C (1)	33.0	31.8	26.0	27.2	--	*28.9	--	27	26	26	13	6.1
SOUTHERN VIRGINIA C (1)	--	--	--	--	--	--	--	0	--	--	100	--
SWEET BRIAR C (1)	54.8	44.8	37.7	--	--	*47.3	--	67	46	76	0	10.0
VIRGINIA INTERMONT C (1)	35.3	35.2	30.3	26.8	--	*32.5	--	38	42	42	7	6.6
VIRGINIA WESLEYAN C (1)	55.7	43.5	37.4	33.7	--	*46.6	--	73	38	40	0	13.1
WASHINGTON & LEE U (4)	--	--	--	--	--	+	--	165	--	--	--	--
BA+												
AVERETT C (1)	42.7	34.9	32.1	--	--	*37.2	--	56	32	64	0	7.9
EASTERN MENNONITE U (1)	44.6	37.0	32.5	28.1	--	37.2	4.2	67	36	51	0	8.7
HOLLINS C (1)	55.5	41.7	35.0	--	--	*44.0	--	68	50	69	0	12.6
INST OF TEXTILE TECHNOLOGY (1)	--	--	--	--	--	--	--	0	--	--	100	--
LYNCHBURG C (1)	48.9	43.4	34.8	--	--	43.6	4.0	104	34	72	0	9.9
MARY BALDWIN C (1)	51.6	40.8	34.7	--	--	*42.1	--	57	42	67	20	9.3
MARYMOUNT U (1)	52.5	45.3	40.2	--	--	*46.3	--	101	59	56	6	12.6
ROCKINGHAM MEMORIAL HOSP SCHL OF MED TECHN (1)	--	--	--	--	--	--	--	0	--	--	100	--
SHENANDOAH U (1)	47.9	40.9	38.3	29.0	--	*42.3	--	75	40	19	34	9.5
U OF RICHMOND (1)	80.1	59.2	46.8	--	--	63.7	2.8	226	26	72	0	14.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Leci. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene ($)
DOCTORAL												
HAMPTON U (1)	55.1	42.5	34.6	33.1	--	39.8	--	247	46	36	14	5.5
LIBERTY U (1)	43.2	37.0	29.9	24.8	--	34.9	-0.8	140	37	0	14	6.0
PRESBYTERIAN SCHL OF CHRISTIAN EDUCATION (1)	46.5	+	+	--	--	*46.5	2.0	6	83	67	25	--
PROTESTANT EPISCOPAL THEOL SEM IN VA (1)	--	--	--	--	--	--	--	0	--	--	100	--
REGENT U (1)	61.2	51.9	47.9	--	--	*54.3	--	60	15	48	0	11.4
UNION THEOL SEM IN VIRGINIA (1)	--	--	--	--	--	--	--	0	--	--	100	--
VIRGINIA UNION U (1)	46.9	39.4	31.7	27.5	--	*33.7	--	83	47	19	0	5.4
WASHINGTON												
Public Institutions												
AA												
BATES TECH C (1)	--	--	--	44.0	--	*44.0	--	15	93	73	87	11.5
BELLEVUE CC (1)	--	--	--	--	42.0	42.0	-0.9	119	49	78	4	10.9
BELLINGHAM TECH C (1)	--	--	--	--	41.3	41.3	-1.0	36	36	56	12	11.0
BIG BEND CC (1)	--	--	--	--	39.2	39.2	-0.6	46	37	83	0	10.4
CENTRALIA C (1)	--	--	--	--	39.8	39.8	2.8	53	38	77	5	10.6
CLARK C (1)	--	--	--	--	38.5	38.5	-0.8	138	46	83	0	10.2
CLOVER PARK TECH C (1)	--	--	--	--	35.7	35.7	-0.3	5	100	60	96	--
COLUMBIA BASIN C (1)	--	--	--	--	39.3	39.3	4.3	77	38	82	0	10.3
EDMONDS CC (1)	--	--	--	--	41.0	41.0	2.2	123	50	72	0	10.7
EVERETT CC (1)	--	--	--	--	38.6	38.6	-0.2	105	43	74	0	10.6
GRAYS HARBOR C (1)	--	--	40.2	--	--	40.2	1.6	46	30	74	0	10.5
GREEN RIVER CC (1)	--	--	--	--	42.5	42.5	4.2	106	31	75	0	10.9
HIGHLINE CC (1)	--	--	--	--	39.8	39.8	-0.9	105	50	83	0	10.7
LAKE WASHINGTON TECH C (1)	--	--	--	--	38.7	38.7	8.1	55	47	0	0	10.4
LOWER COLUMBIA C (1)	--	--	--	--	39.5	39.5	1.2	73	42	84	0	--
OLYMPIC C (1)	--	--	--	--	39.4	39.4	-0.4	88	44	72	0	10.4
PENINSULA C (1)	--	--	--	--	37.2	37.2	-2.1	53	43	57	12	10.3
PIERCE C (1)	--	--	--	--	36.8	36.8	0.4	96	48	69	1	10.3
RENTON TECH C (1)	--	--	--	--	39.1	39.1	11.2	67	51	67	1	10.4
SEATTLE CC-CENTRAL CAMPUS (1)	--	34.0	--	--	37.1	*37.0	--	133	44	81	0	9.8
SEATTLE CC-NORTH CAMPUS (1)	--	--	--	--	39.0	39.0	0.5	98	47	83	0	--
SEATTLE CC-SOUTH CAMPUS (1)	--	--	--	--	38.7	38.7	1.2	69	32	78	0	10.3
SHORELINE CC (1)	--	--	--	--	41.9	41.9	1.3	131	53	86	0	10.9
SKAGIT VALLEY C (1)	--	--	--	--	36.8	36.8	5.4	89	48	82	2	10.0
SOUTH PUGET SOUND CC (1)	--	--	--	--	36.5	36.5	4.3	74	46	68	0	10.8
SPOKANE CC (1)	--	--	--	--	41.1	41.1	6.5	180	36	91	0	11.5
SPOKANE FALLS CC (1)	--	--	--	--	40.7	40.7	5.4	133	38	80	0	11.6
TACOMA CC (1)	--	--	--	--	42.9	42.9	3.0	76	45	82	0	10.8
WALLA WALLA CC (1)	--	--	--	--	39.3	39.3	-0.2	93	40	75	2	10.3
WENATCHEE VALLEY C (1)	--	--	--	--	36.6	36.6	5.5	51	45	76	0	10.1
WHATCOM CC (1)	--	--	--	--	36.2	36.2	4.7	36	56	75	0	9.8
YAKIMA VALLEY CC (1)	--	--	--	42.5	+	*42.5	--	100	47	66	0	10.8
BA+												
CENTRAL WASHINGTON U (1)	50.8	39.6	35.8	32.6	--	43.2	-2.1	329	29	60	1	10.9
EASTERN WASHINGTON U (1)	52.4	44.4	36.7	--	28.9	44.8	0.5	349	31	66	8	10.9
EVERGREEN STATE C (1)	--	--	--	--	43.5	43.5	-1.3	151	43	0	0	11.3
U OF WASHINGTON-BOTHELL BRANCH (1)	72.8	43.0	41.8	38.7	--	44.7	-5.7	29	45	38	9	10.3

BEST COPY AVAILABLE

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
U OF WASHINGTON-TACOMA BRANCH (1)	60.0	38.2	43.2	- -	- -	*45.2	-1.1	27	44	41	10	11.5
WESTERN WASHINGTON U (1)	55.7	45.2	37.5	32.3	- -	*46.9	- -	414	30	71	0	11.0
DOCTORAL												
U OF WASHINGTON (1)	69.6	49.1	44.5	37.7	26.5	*57.4	- -	1,387	26	74	25	13.5
WASHINGTON STATE U (1)	63.8	48.1	42.4	30.8	- -	49.9	- -	724	29	58	28	11.6
Independent Institutions												
BA												
CORNISH C OF THE ARTS (1)	- -	- -	- -	- -	22.5	22.5	2.3	46	35	0	0	4.0
HENRY COGSWELL C (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
NORTHWEST C OF THE ASSEMBLIES OF GOD (1)	41.4	37.0	33.0	30.9	- -	*34.5	5.9	32	38	41	3	8.2
PUGET SOUND CHRISTIAN C (1)	+	+	+	- -	- -	+	16.1	7	29	0	13	- -
WHITMAN C (1)	63.0	48.2	39.4	- -	- -	*51.6	- -	98	23	72	0	14.7
BA+												
ANTIOCH U-SEATTLE BRANCH (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
CITY U (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
FULLER THEOL SEM IN WASHINGTON (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
GOLDEN GATE U-SEATTLE (3)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
HERITAGE C (1)	- -	+	+	- -	- -	+	17.0	10	60	0	74	- -
LUTHERAN BIBLE INST OF SEATTLE (1)	- -	- -	- -	- -	- -	- -	- -	0	- -	- -	100	- -
PACIFIC LUTHERAN U (1)	53.5	45.3	37.6	32.1	- -	45.7	- -	221	40	74	5	11.2
SAINT MARTINS C (1)	43.9	37.5	33.3	- -	- -	*36.5	4.5	57	28	79	0	9.9
U OF PUGET SOUND (1)	69.3	52.8	43.6	- -	- -	57.9	4.7	177	35	64	0	15.5
WALLA WALLA C (1)	36.2	34.1	33.2	28.7	- -	*34.4	- -	125	30	61	0	7.9
WHITWORTH C (4)	- -	- -	- -	- -	- -	+	- -	77	- -	- -	- -	- -
DOCTORAL												
GONZAGA U (1)	60.6	41.3	34.9	33.7	- -	43.7	-4.7	250	29	58	10	9.8
SEATTLE PACIFIC U (1)	51.3	43.3	37.5	29.1	- -	*44.8	- -	140	31	61	0	12.6
SEATTLE U (1)	72.1	53.1	47.2	35.7	- -	53.8	2.0	286	41	56	1	13.9

WEST VIRGINIA

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Public Institutions												
AA												
POTOMAC STATE C OF WEST VIRGINIA U (1)	44.1	34.0	26.8	- -	- -	*36.8	- -	31	26	71	11	9.3
SOUTHERN WEST VA COMM & TECHN COLL (1)	44.5	36.4	30.3	27.1	- -	33.2	10.4	59	49	58	0	8.2
WEST VIRGINIA NORTHERN CC (1)	41.9	31.7	27.7	23.3	- -	*33.1	- -	63	56	65	6	8.3
BA												
BLUEFIELD STATE C (1)	45.8	37.1	32.1	26.4	- -	36.8	8.3	72	42	67	6	8.2
CONCORD C (1)	43.4	38.1	31.5	27.2	- -	*36.1	- -	87	30	51	6	9.1
FAIRMONT STATE C (1)	47.6	40.9	36.8	32.6	- -	41.2	4.1	171	34	57	10	9.1
GLENVILLE STATE C (1)	42.8	36.5	31.8	28.0	- -	*35.3	5.7	69	32	58	8	8.7
SHEPHERD C (1)	45.9	39.6	35.8	34.4	- -	*39.6	- -	118	36	63	1	8.9
WEST LIBERTY STATE C (1)	45.8	36.8	30.5	- -	- -	*39.1	- -	125	34	75	0	9.2
WEST VIRGINIA STATE C (1)	43.3	36.3	31.4	26.7	- -	34.6	- -	132	48	41	4	7.9
WEST VIRGINIA U AT PARKERSBURG (1)	41.3	38.2	31.4	27.6	- -	37.0	1.8	76	41	75	1	8.2
BA+												
WEST VIRGINIA GRAD C (1)	59.1	44.4	34.4	- -	- -	*49.1	- -	45	29	64	12	10.1
WEST VIRGINIA U INST OF TECHNOLOGY (1)	45.3	38.1	32.9	30.0	- -	40.0	- -	110	26	75	4	9.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
DOCTORAL												
MARSHALL U (1)	50.5	40.9	33.1	23.3	--	42.0	1.4	390	38	70	3	9.3
WEST VIRGINIA U (1)	60.9	48.0	40.0	26.8	--	49.1	3.3	658	29	64	22	9.8
Independent Institutions												
BA												
APPALACHIAN BIBLE C (1)	--	--	--	--	--	--	--	0	--	--	100	--
BETHANY C (1)	43.6	37.7	30.5	--	--	38.0	1.7	53	32	72	0	11.7
DAVIS & ELKINS C (1)	39.2	37.4	29.7	24.0	--	32.5	2.1	58	47	40	0	10.1
OHIO VALLEY C (1)	34.5	28.9	+	--	--	*32.1	-4.2	13	23	62	13	6.5
THE C OF WEST VIRGINIA (1)	+	35.0	31.4	35.9	--	*33.8	7.4	35	49	0	33	7.1
BA+												
ALDERSON BROADDUS C (1)	39.4	33.0	28.6	25.9	--	31.7	-1.4	53	58	38	13	10.1
SALEM-TEIKYO U (1)	--	--	--	--	--	--	--	0	--	--	100	--
THE U OF CHARLESTON (1)	41.3	39.7	32.3	30.8	--	*35.6	--	57	60	0	15	7.9
WEST VIRGINIA WESLEYAN C (1)	48.1	41.1	34.7	--	--	*41.2	--	75	40	61	0	10.4
WHEELING JESUIT U (1)	43.0	39.1	31.8	26.5	24.2	*35.0	--	70	34	59	8	7.0
WISCONSIN												
Public Institutions												
AA												
BLACKHAWK TECH C (1)	--	--	--	--	47.0	47.0	7.7	91	49	0	0	14.7
CHIPPEWA VALLEY TECH C (1)	--	--	--	--	45.9	45.9	2.6	164	44	0	11	15.7
FOX VALLEY TECH C (1)	--	--	--	--	47.2	47.2	6.3	191	49	0	32	14.8
GATEWAY TECH C (1)	--	--	--	--	49.1	49.1	-6.6	226	56	0	1	16.3
LAKESHORE TECH C (1)	--	--	--	--	48.6	48.6	3.3	82	43	0	18	--
MADISON AREA TECH C (1)	--	--	--	--	53.4	53.4	6.3	392	55	0	0	19.2
MID-STATE TECH C (1)	--	--	--	--	46.2	46.2	3.6	73	44	0	8	15.7
MILWAUKEE AREA TECH C (1)	--	--	--	--	56.7	56.7	3.9	611	48	0	0	18.2
MORAINE PARK TECH C (1)	--	--	--	--	47.2	47.2	8.8	129	43	0	10	16.8
NICOLET AREA TECH C (1)	--	--	--	--	44.0	44.0	-1.3	63	49	100	17	14.5
NORTHCENTRAL TECH C (1)	--	--	--	--	47.3	47.3	2.0	151	46	0	0	13.2
NORTHEAST WISCONSIN TECH C (1)	--	--	--	--	47.7	47.7	3.7	183	41	0	8	11.2
SOUTHWEST WISCONSIN TECH C (1)	--	--	--	--	39.5	39.5	5.1	72	58	0	18	13.9
U OF WISCONSIN CTRS (1)	48.8	41.0	33.9	--	--	*41.6	--	312	26	86	0	12.0
WAUKESHA COUNTY TECH C (1)	--	--	--	--	51.4	51.4	19.3	140	40	0	0	12.1
WESTERN WISCONSIN TECH C (1)	--	--	--	--	39.7	39.7	-5.7	176	45	94	0	12.4
WISCONSIN INDIANHEAD TECH C (1)	--	--	--	--	42.6	42.6	1.6	138	38	100	3	13.9
BA+												
U OF WISCONSIN-EAU CLAIRE (1)	53.0	44.0	39.4	39.4	--	46.8	1.6	387	30	81	2	13.0
U OF WISCONSIN-GREEN BAY (1)	53.1	43.7	39.7	27.5	--	*45.4	--	144	30	72	1	11.7
U OF WISCONSIN-LA CROSSE (1)	54.3	45.4	40.3	32.8	--	*46.2	--	341	31	74	2	12.8
U OF WISCONSIN-OSHKOSH (1)	57.9	46.2	39.5	33.9	--	46.7	1.0	341	32	67	3	12.9
U OF WISCONSIN-PARKSIDE (1)	56.8	47.1	40.1	30.6	--	47.4	2.7	156	31	67	1	13.0
U OF WISCONSIN-PLATTEVILLE (1)	56.2	43.3	37.3	31.3	--	*47.7	--	202	21	75	2	13.1
U OF WISCONSIN-RIVER FALLS (1)	52.7	43.2	37.2	32.7	--	46.6	--	209	30	78	2	12.9
U OF WISCONSIN-STEVENS POINT (1)	55.4	44.9	38.3	33.8	--	*47.5	1.6	293	27	76	7	13.1
U OF WISCONSIN-STOUT (1)	53.6	42.6	38.8	31.0	--	*45.6	2.6	287	32	69	2	12.7
U OF WISCONSIN-SUPERIOR (1)	52.9	42.2	34.6	30.3	--	*44.3	--	95	26	71	2	12.4
U OF WISCONSIN-WHITEWATER (1)	56.1	46.9	38.6	34.0	--	*45.9	-0.3	367	36	69	1	12.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Chng. (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
DOCTORAL												
U OF WISCONSIN-MADISON (1)	71.6	53.8	47.9	39.8	--	*63.4	--	1,274	26	79	14	15.6
U OF WISCONSIN-MILWAUKEE (1)	65.1	51.4	45.0	33.9	--	*54.6	2.2	729	32	80	3	14.3
Independent Institutions												
AA												
MADISON JR C OF BUSINESS (1)	--	--	--	--	--	--	--	0	--	--	100	--
BA												
BELLIN C OF NURSING (1)	--	+	41.9	35.4	--	*40.3	--	18	100	0	0	9.9
LAWRENCE U (1)	62.3	46.9	39.8	--	--	*48.5	0.3	115	32	58	0	10.4
MILWAUKEE INST OF ART DESIGN (1)	--	--	--	--	40.1	40.1	3.7	26	27	0	0	9.8
MOUNT SENARIO C (1)	+	+	25.5	--	--	*25.5	1.9	15	40	0	53	--
NORTHLAND C (1)	40.0	34.3	28.3	--	--	*36.8	3.2	43	26	65	0	8.6
RIPON C (1)	50.0	39.6	33.9	--	--	43.8	--	61	31	82	0	11.4
WISCONSIN LUTHERAN C (1)	40.5	36.1	29.9	--	--	32.8	4.5	31	26	0	0	9.6
BA+												
ALVERNO C (1)	43.9	34.4	29.0	--	--	32.9	0.0	111	70	68	3	--
BELOIT C (1)	58.2	45.6	38.9	--	--	*48.3	--	80	34	58	0	12.3
CARDINAL STRITCH C (1)	48.6	40.5	33.5	22.8	--	35.6	-3.1	75	68	48	6	--
CARROLL C (1)	45.2	39.2	36.3	--	--	40.4	4.6	71	34	77	3	11.1
CARTHAGE C (1)	53.0	42.2	36.6	24.3	+	*42.8	--	93	32	47	0	12.7
CONCORDIA U-WISCONSIN (1)	46.6	44.7	42.4	33.3	--	*41.0	--	96	46	3	0	10.0
EDGEWOOD C (1)	45.8	40.0	33.0	--	--	*39.6	--	73	47	58	1	9.7
LAKELAND C (1)	45.0	39.9	35.7	--	--	*38.7	2.7	42	36	48	0	7.7
MARANATHA BAPTIST BIBLE C INC (1)	21.8	20.8	22.6	--	--	*21.4	--	33	21	0	0	10.0
MARIAN C OF FOND DU LAC (1)	50.3	40.3	33.5	--	--	*37.0	5.2	62	52	45	9	9.1
MILWAUKEE SCHL OF ENGINEERING (1)	50.1	43.7	39.2	--	--	*46.1	--	105	24	0	7	10.0
MOUNT MARY C (1)	46.2	37.7	32.2	27.5	+	*36.1	--	56	80	52	0	7.1
NASHOTAH HOUSE (1)	--	--	--	--	--	--	--	0	--	--	100	--
SACRED HEART SCHL OF THEOLOGY (1)	47.0	+	+	--	--	*47.0	3.6	12	25	0	0	--
SAINT NORBERT C (1)	58.2	48.8	37.9	35.2	--	45.8	--	108	27	67	0	13.6
SILVER LAKE C (1)	+	37.8	30.4	--	--	*36.1	8.0	19	63	0	5	7.1
VITERBO C (1)	45.6	39.5	33.0	25.3	--	*35.3	--	81	52	42	0	8.7
DOCTORAL												
MARQUETTE U (1)	69.9	53.8	43.3	--	--	54.5	-0.5	423	27	70	12	14.5
WISCONSIN SCHL OF PROF PSYCH (1)	+	+	--	--	--	+	-17	4	50	100	0	--
WYOMING												
Public Institutions												
AA												
CASPER C (1)	--	--	--	--	34.6	34.6	0.5	136	44	78	6	9.0
CENTRAL WYOMING C (1)	34.6	30.1	26.2	19.6	--	28.7	--	46	48	0	8	8.0
EASTERN WYOMING C (1)	--	--	--	--	32.9	32.9	-1.7	37	35	70	8	7.9
LARAMIE COUNTY CC (1)	--	--	--	--	33.8	33.8	-0.4	78	49	0	6	9.1
NORTHWEST CC (1)	40.4	36.2	31.3	24.0	--	*31.8	--	88	26	75	0	9.1
SHERIDAN C (1)	--	--	--	--	33.0	33.0	2.8	73	56	74	3	9.0
WESTERN WYOMING CC (1)	45.9	40.4	33.2	27.2	--	*33.0	--	61	56	0	3	10.2
DOCTORAL												
U OF WYOMING (1)	58.2	45.7	40.5	29.1	--	46.7	--	516	28	63	17	10.9

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COMBATTING SEXUAL HARASSMENT IN HIGHER EDUCATION

Bernice Lott and Mary Ellen Reilly, editors

Sexual harassment and academic power are a dangerous combination. But how much do you know about the real impact of sexual harassment on students, professors, college support staff, administrators, and unions? That is the focus, *Combatting Sexual Harassment in Higher Education.* Bringing the perspectives of contributing authors not only from a wide variety of academic disciplines spanning the humanities and the sciences, but also drawing on their wide assortment of job experience in colleges and universities of differing sizes and locations across the United States, this volume takes on the important task of illuminating this challenging issue. The editors have put together an insightful and provocative examination of sexual harassment that will help you understand its impact and give you ideas for initiating efforts to eliminate it through education, policy implementation, and negative sanctions.

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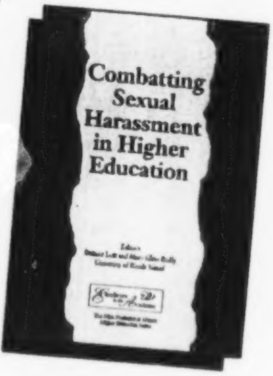
- supporting victims of harassment,
- providing due process for those accused,
- reconciling differences in perception,
- assessing the effectiveness of legal remedies,
- challenging institutions of higher education to change, and
- solving the union's dilemma.



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